



Phase 2 Work Program

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Prepared for the City of Carlsbad by

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1 Introduction

In January 2010, the Carlsbad City Council adopted the Carlsbad Community Vision (Vision). The Vision represents the community's most important values, priorities, and aspirations for Carlsbad's future, and is the result of Envision Carlsbad Phase 1. Envision Carlsbad Phase 2 is the next step toward implementing the Vision. Phase 2 is the focus of this Work Program, and as described below, consists of a comprehensive update of the Carlsbad General Plan, Local Coastal Program (LCP), and Zoning Ordinance. A primary objective of Phase 2 is to develop a General Plan, LCP, and Zoning Ordinance that are innovative, based on sustainability, and are aligned with the core values of the Vision described below:

<i>Core Value</i>	<i>Vision Statement</i>
Small Town Feel, Beach Community Character, and Connectedness	Enhance Carlsbad's defining attributes—its small town feel and beach community character. Build on the city's culture of civic engagement, volunteerism, and philanthropy.
Open Space and the Natural Environment	Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.
Access to Recreation and Active, Healthy Lifestyles	Promote active lifestyles and community health by furthering access to trails, parks, beaches, and other recreation opportunities.
The Local Economy, Business Diversity, and Tourism	Strengthen the city's strong and diverse economy and its position as an employment hub in North San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.
Walking, Biking, Public Transportation, and Connectivity	Increase travel options through enhanced walking, bicycling, and public transportation systems. Enhance mobility through increased connectivity and intelligent transportation management.
Sustainability	Build on the City's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling, and foods.
History, the Arts, and Cultural Resources	Emphasize the arts by promoting a multitude of events and productions year-round, cutting-edge venues to host world-class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.
High Quality Education and Community Services	Support quality, comprehensive education and life-long learning opportunities, provide housing and community services for a changing population, and maintain a high standard for citywide public safety.
Neighborhood Revitalization, Community Design, and Livability	Revitalize neighborhoods and enhance citywide community design and livability. Promote a greater mix of uses citywide, more activities along the coastline, and link density to public transportation. Revitalize the Village as a community focal point and a unique and memorable center for visitors, and rejuvenate the historic Barrio neighborhood.

2 Team and Roles

The team brings the experience and knowledge needed to accomplish Envision Carlsbad Phase 2.

2.1 Consultant Team and Roles

Consultant team and roles shall be as follows:

- **Dyett & Bhatia, Urban and Regional Planners (D&B) – Planning and Consultant Project Management.** D&B and City staff will work together to lead all aspects of the preparation of the assignment. D&B will manage preparation of background research, alternatives, as well as the General Plan (including the Housing Element). D&B will review, coordinate, and edit work of the sub-consultants, and ensure that all work products are seamlessly integrated. D&B will also have responsibility for the preparation of the LCP and the Zoning Ordinance, and will manage and coordinate the Environmental Impact Report (EIR).
- **Dudek – Environmental Consultants.** Dudek will take the lead on preparing the background information on the environmental technical topics, including biological resources, air quality, energy, climate change, hydrology and water quality, hazards/hazardous materials, noise, and geology, soils, and mineral resources. Dudek will also lead research and analysis for cultural and historic resources.
- **Fehr & Peers (F&P) – Transportation Consultants.** F&P will work on transportation analysis and will develop a circulation system that is, green, clean, and integrated with land use; balances needs of autos, public transportation, bikes, and pedestrians; is consistent with desired neighborhood character; and addresses the community's connectivity needs expressed in the Vision. F&P will also coordinate with SANDAG on traffic modeling and align the transportation analysis with the most current McClellan-Palomar Airport Land Use Compatibility Plan.
- **Rosenow Spevacek Group, Inc. (RSG) – Economic and Fiscal Consultants.** RSG will provide the background working paper on economic opportunities that will include analysis of long-term land use demand, focusing on key land uses and opportunity sites; prepare a fiscal model and evaluate impacts of land use alternatives on the City's General Fund; and prepare the economic prosperity strategy for the General Plan that is consistent with the economic objectives of the Vision.
- **BW Research Partnership, Inc. (BWR) – Public Opinion Surveyors.** BWR will conduct a public opinion survey on land use and transportation alternatives developed for the General Plan update.

In addition, our scope provides for the addition of a facilitator for focused involvement for specific community workshops. Consultants and staff will work with input provided by the EC3; final drafts of a number of work products that will be adopted/certified by the City Council (General Plan, Local Coastal Program, EIR, and Master/Specific Area Plan amendments) will be reviewed by the EC3, prior to review by the Planning Commission or City Council.

2.2 City Staff Role

The project will be a partnership between City staff, EC3, and the consultant team. The complementary skills and knowledge of staff and planning consultants will result in a process that is efficient and a General Plan, LCP and Zoning Ordinance that are effective. City staff will provide baseline information on land use, development projects, public facilities, and other resources. City staff will carefully review all work products, and provide unified direction to the consultant. Staff will also coordinate with the EC3, City Council, and Planning Commission, as well as other boards and commissions, and take the lead in making presentations to these bodies. City staff will also have lead responsibility for preparing all master, specific, and area plan amendments.

City staff will also lead community outreach (with consultant support as needed), including managing EC3 meetings, maintaining liaison with neighborhood and other interest groups, organizing community workshops and briefings, conducting stakeholder outreach, and coordinating with surrounding jurisdictions.

INTERDEPARTMENTAL TECHNICAL ADVISORY COMMITTEE (TAC)

A staff Interdepartmental Technical Advisory Committee (TAC) will advise on the technical aspects of the preparation of the General Plan, LCP, and Zoning Ordinance. Consultants will not attend these meetings, unless requested to do so. TAC meetings will occur at several stages, as indicated in the Scope of Work (Section 3 of this Work Program); additional meetings may be incorporated as work progresses. While this work program does not specify which or how many staff should be included on the TAC, its members should offer expertise in all facets of community development, from recreation to safety, from economics to public works. The TAC will thus work together cooperatively to provide the critical, realistic perspective of active users and enforcers of citywide plans, guidelines, and regulations.

3 Community and Decision-Maker Involvement

At the outset of the process, City staff will develop a Phase 2 Communications Plan that will establish firmer dates for the various public/decision-maker participation activities, and more clearly delineate consultant and City staff roles particularly in regard to distributed outreach materials (mailings, web, etc). The anticipated public and decision-maker participation activities are illustrated in detail in the Task Summary graphic (page 13) and the Phase 2 Schedule graphic (page 59), and are described throughout the text of Chapter 4: Scope of Work. Public and decision-maker participation activities will be refined with EC3 input, and as the process moves forward. A summary description of community participation activities is provided below.

3.1 Decision-Maker Roles and Meetings

ENVISION CARLSBAD CITIZENS' COMMITTEE (EC3)

The EC3 will continue to be a principal body that will shepherd the Phase 2 process. It will provide leadership; review City staff and consultant research and technical analyses; and in hands-on, interactive workshop-style meetings, provide direction on General Plan policies, and guide development of alternatives and a Preferred Plan (for the General Plan). The EC3 will focus on input, review, and “buy-in” to carry out the Vision, rather than deliberating in detail on precise policy and program wording. EC3 members will also serve as conduits to their respective constituencies, informing them about the Phase 2 program and how the public can participate, distributing workshop flyers and other information about Phase 2, and encouraging participation in the process.

The EC3’s role will largely focus on development of the General Plan in alignment with the Vision. The policies developed in the General Plan will guide development of the Local Coastal Program and the Zoning Ordinance. The EC3 role in the Zoning Ordinance update consists of an early workshop on zoning issues and options, while their role in the Local Coastal Program update consists of a review of the administrative draft LCP before it goes to the public and the Coastal Commission. The Planning Commission will generally serve as the sounding board for more technical zoning issues.

The EC3 will meet an average of once a month, with the exception of holiday periods, although the EC3 may meet twice in close sequence when the Preferred Plan is being compiled. The EC3 role will be complete when City Council has adopted the General Plan, Local Coastal Program, and Zoning Ordinance. In the 29 months leading up to the Planning Commission and City Council hearings, the EC3 will meet approximately 25 times—19 of these meetings are shown on the graphic schedules (in chapters 4 and 5 of this Work Program), while the remaining six provide flexibility for additional meetings as needed. To ensure that the project stays on schedule, if the EC3 is unable to conclude a planned agenda for a meeting, additional meeting(s) may need to be scheduled rather than waiting for the next regularly scheduled meeting.

CITY COUNCIL AND PLANNING COMMISSION

The City Council and the Planning Commission will be active participants and provide direction at all key stages of the process. Rather than simply reviewing finished products, the work sequence is structured such that as background research is completed, or as public input on alternatives is gathered and synthesized, the City Council and/or the Planning Commission will review this information and provide broad direction to the EC3 and the project team. Decision-makers will also be involved in reviewing key policy proposals. Ultimately, public hearings will be held for Commission recommendation and Council adoption of the General Plan, Local Coastal Program, and Zoning Ordinance, and certification of the Environmental Impact Report.

It is anticipated that the City Council and the Planning Commission will meet about 10-12 times before the public hearings. The consultant will participate in six of these meetings, and there may be additional periodic briefings by staff. One of these meetings will be a Housing Commission meeting for the Housing Element. The Planning Commission will be directly involved in the Zoning Ordinance update, reviewing key issues and proposals, and interim drafts which will be provided to them in four or five sections. The Scope of Work also includes consultant attendance at four public hearings for adoption of the documents; these four may be with Planning Commission, City Council, and/or Coastal Commission. Overall, the consultant will attend ten Commission/Council meetings/hearings; additional meetings/hearings will be attended by staff.

OTHER COMMISSIONS, BOARDS, AND COMMITTEES

Because the General Plan touches upon all aspects of City operations, other commissions, boards, and committees will be involved in the process of preparing the General Plan, Local Coastal Program and Zoning Ordinance; particularly in regard to topics that are closely related to their roles—for example, the Historic Preservation and the Arts commissions will be involved in development of the History, Arts, and Cultural Resources Element of the General Plan. City staff will directly lead coordination with these commissions and boards; the consultant will be present for a limited number of these meetings.

3.2 Community Meetings and Outreach

The extensive community outreach that occurred during Envision Carlsbad Phase 1 established a firm foundation for moving forward with Phase 2. As a brief recap, Phase 1 outreach obtained input from over 7,000 households by mail-in survey, over 265 community members by public workshop, and 81 different organizations by stakeholder interview, organizations representing, but not limited to, biotech, real estate, hospitality, manufacturing, lagoon preservation, libraries, medical centers, and sports leagues. During Phase 2, the outreach program will keep these contributors involved in the process, and seek input from those who have yet to become involved. One of the primary objectives of outreach in Phase 2 will be to gain community input on the alternatives for a Preferred Plan, such as desired land uses, mixes, and development intensities in different parts of the city, and transportation priorities. Additional focused outreach will be conducted specific to the Housing Element, Zoning Ordinance, and Environmental Review, in the form of forums, workshops, or open houses. Finally, community members will be invited to all public meetings and hearings.

MULTIFACETED OUTREACH

The Phase 2 community outreach program will be multi-faceted, including community workshops, open houses, stakeholder meetings, and neighborhood and key group meetings. Additionally, a community survey on alternative plans will be prepared, and newsletters will be prepared to keep the community informed. The website will be actively maintained, and all materials will be accessible through the web. Periodic emails will be sent to update community members on Phase 2 progress. In addition, use of Facebook (such as an Envision Carlsbad Fan Club group) or other online public forum will be explored in lieu of or in addition to emails. Staff will also consider whether it would be helpful to televise EC3 meetings or include them in webcasts to provide more opportunity for community members to stay in touch with the process.

STAFF/CONSULTANT COLLABORATION

We have proposed elements of a community participation program consistent with our community outreach conducted for Phase 1, as well as our experience preparing General Plan updates, Zoning Ordinances, Housing Elements, and other similar documents for other communities. To ensure cost effectiveness and to maintain and enhance staff-community connections throughout the process, the outreach program will be directed by staff, with consultant participation primarily at EC3 meetings, key Planning Commission/City Council meetings, and major workshops and open houses.

COMMUNITY WORKSHOPS AND OPEN HOUSES

Although Task 1 will mostly consist of background technical work, in late 2010/early 2011, prior to the completion of Working Paper #6, one or two workshops will be held to gain specific input on existing conditions and planning issues for the Barrio neighborhood (one workshop will involve the consultant and is reflected in the scope; a second as necessary would be run by City staff). Task 2 will kick off with one workshop for stakeholders from the development community to give input on land use and policy direction feeding into the General Plan. In Task 3, General Plan and policy alternatives (provided in an Alternatives Report prepared at the conclusion of Task 2) will be brainstormed with the entire community in a round of four workshops that will focus on the land use and policy options related to the Vision and to other important issues or areas of significant change or controversy. The Alternatives report will be made available to the



public online at least two weeks prior to the workshops so that the public can review it. This feedback will inform preparation of the Preferred Plan (Task 3). In addition, a stakeholders' session will be held at the outset of the Housing Element Update process, and an open house will be held specifically for the element when it is completed. During Task 10, public hearings on the General Plan, Housing Element, LCP, and Zoning Ordinance will all be preceded by a single, comprehensive open house coinciding with the last EC3 meeting, where information will be arranged in "stations" (each focusing on a Vision core value, for example) where community members can review material, query planners, and provide input. The budget assumes one additional "floating" public workshop/open house will be needed, to be scheduled as additional community engagement needs are identified.

STAKEHOLDER INTERVIEWS AND AGENCY CONSULTATIONS

Phase 2 stakeholder interviews, agency consultation meetings, and stakeholder forums will begin as early as October 2010, undertaken for Task 2/5 (housing and development communities), Task 6 (Draft LCP), Task 7 (Master, Specific, and Area Plans Update), and Task 8 (Zoning Ordinance Update). An important aspect of the consultation process is to develop a comprehensive consultation list that includes neighboring jurisdictions, regional agencies such as SANDAG and the Airport Authority, state agencies such as Caltrans and the Coastal Commission, and inter-jurisdictional groups such as school districts. In addition, we will ensure that the requirements of SB 18 are met by consulting with Native American tribes from the beginning of the process.

The consultant team will be involved in conducting the stakeholder workshops/meetings for the development community/Housing Element and the Zoning Ordinance, and will also participate in one face-to-face meeting with California Coastal Commission staff (not indicated on the graphics). Other stakeholder outreach will be conducted by staff, including follow-up consultation meetings with the Coastal Commission as necessary to ensure their active involvement and productive input on the project.

NEIGHBORHOOD AND KEY GROUP MEETINGS

As the Draft General Plan is developed, meetings focused on specific topics may be held. These may be in the form of meetings with key constituencies, or on specific policy topics. These meetings may be held in conjunction with other forums to energize participants, such as Chamber of Commerce meetings, other City commission meetings, Palomar Airport Advisory Committee meetings, lagoon group meetings, the Carlsbad Village Association meetings, School District meetings, Imagine Carlsbad meetings, etc. A table may be set up at the farmers' market, street fairs, and other community events as another way to reach the public on their own ground. Neighborhood Briefings/Key Group Meetings are not shown on the schedule graphic, but may be added as the schedule and participation program are refined. These will primarily be staff-led efforts, with consultant team participation defined by the effort shown on the budget.

NEWSLETTERS

Newsletters will be prepared periodically to keep community members apprised of the status of the process, major milestones, emerging ideas, as well as to announce upcoming opportunities for

participation. Examples of possible newsletter themes include announcement of the start of Phase 2, Alternative Plans (workshops announcement), Draft General Plan and Housing Element (Open House announcement), Zoning Ordinance, and Environmental Review (EIR public hearing announcement). The newsletter on alternatives could also include the survey. The newsletters will be designed by the City communications office, using content (text, drawings, map figures, etc.) and design input provided by the D&B team.

SURVEY

A survey is assumed to be included in Phase 2 for the purposes of gathering broad community feedback on potential land use and policy alternatives developed in Task 2, and to be refined in Task 3. The Scope of Work provides several options for this effort.

WEBSITE

Similar to the website role in Phase 1, in Phase 2 it will continue to serve as an engaging outreach forum and repository of information, including technical reports and documents, outreach materials (such as forum presentations and EC3 meeting presentations), and results of the survey and community workshops. The project e-mail list will be maintained and updated, and a Facebook fan club and/or other interactive forums will be explored as a tool to broaden outreach. The website will continue to be staff-maintained.

EIR SCOPING MEETING

A public scoping meeting on the EIR will be held (Task 9), and community members and agencies will be able to provide comments on the Draft EIR during the public review period. This meeting appears as the eighth scheduled community workshop/open house on the diagrams. A Planning Commission meeting could also be held during public review to collect oral comments.

3.3 Meetings Summary

The table below summarizes the number and distribution of workshops/open houses, EC3 meetings, and Planning Commission/City Council meetings anticipated to be attended by Dyett and Bhatia in this scope of work. Meetings that will occur during Phase 2, which are not indicated in this table, include stakeholder interviews/meetings to be conducted in Tasks 7 and 8, Technical Advisory Committee meetings, and other meetings not planned to be attended by Dyett and Bhatia.

	<i>Workshops/ Open Houses</i>	<i>EC3 Meetings</i>	<i>PC/HC/CC Meetings/Hearings</i>
Task 1	1	5	
Task 2	1	3	1
Task 3	4	2	2
Task 4		4	
Task 5	2	1	3
Task 6		1	
Task 7		1	
Task 8		1	4
Task 9	1		1
Task 10	1	1	6
Subtotal Scheduled	10	19	17
<i>Additional Floating</i>		6	
Consultant Attending	10	25	10

4 Scope of Work

The following describes the scope of work for Phase 2 of the Envision Carlsbad process. Key meetings and products are also listed. The text and Task Summary graphic (next page) show the relationship between key meetings (EC3, TAC, community, and decision-makers) and products. In Chapter 4: Schedule, a schedule graphic shows the anticipated timeline of tasks, products, and meetings. The Scope of work and proposed products directly build on Phase 1 work efforts.

The task-by-task descriptions that follow present the approach to data collection, alternatives analysis, policy formulation and preparation of the documents. Each task description includes a purpose statement at the beginning in *italics*.

Initials in parentheses following the sub-task heading identify the lead firm for each sub-task:

- **D&B** Dyett & Bhatia, Urban and Regional Planners
- **Dudek** Dudek, Environmental Consultants
- **F&P** Fehr & Peers, Transportation Consultants
- **RSG** Rosenow Spevacek Group, Inc., Economic and Fiscal Consultants
- **BWR** BW Research Partnership, Inc., Public Opinion Surveyors

City of Carlsbad General Plan, LCP, and Zoning Ordinance Update

	Task 1 Existing Conditions and Issues Exploration	Task 2 Plan and Policy Alternatives	Task 3 Preferred Plan	Task 4 Draft General Plan	Task 5 Housing Element	Task 6 Draft Local Coastal Program	Task 7 Master, Specific, and Other Area Plans Update	Task 8 Zoning Ordinance Update	Task 9 Environmental Review	Task 10 Hearings and Adoption
Summary:	Detailed research and technical data gathering corresponding to the subject matter addressed by the vision core values will be conducted and assembled in the form of working papers. Working papers will be presented and discussed during a series of topic-specific EC3 working sessions.	Ideas regarding applying the Vision to existing conditions will be translated into alternative land use and transportation plans for consideration and discussion by the EC3 and the public.	A Preferred Plan will be developed and refined in collaboration with the community and decision-makers, including four community workshops. Much of the focus of choosing a Preferred Plan will revolve around satisfying the Vision core values and achieving a balanced mix of land uses based on identified need. Key policies will be defined. Choices and tradeoffs will be discussed regarding the integration of the General Plan, LCP, Zoning, and Specific and Master Plans.	The Preferred Land Use Plan and Key Policies will be combined and expanded into a Draft General Plan. General Plan chapters are likely to closely correspond with the Vision core values.	In this task, the Carlsbad Housing Element will be updated in conjunction with the update of the rest of the General Plan, to ensure information and policies are fully integrated and consistent.	The Draft Local Coastal Program (LCP) will be prepared. Rather than duplicating information, the LCP will be designed primarily as a tool for navigating the General Plan and the Zoning Ordinance in order to find all the necessary components of the LCP.	In this task, existing specific/area plans will be evaluated for consistency with the updated General Plan, LCP, and Zoning Ordinance. Based on this evaluation, they will be either amended to be consistent with or consolidated into the updated General Plan, LCP, and Zoning Ordinance, or eliminated if unnecessary.	The Carlsbad Zoning Ordinance (Title 21 of the Municipal Code) will be updated to reflect the new General Plan, and ensure consistency with current practices and state and federal law. It also includes increasing the clarity and integration of LCP components of the Zoning Ordinance, and developing new tools for navigation of the ordinance (including web approaches).	A comprehensive program Environmental Impact Report (EIR) will be prepared. The EIR will fulfill CEQA requirements for the updated General Plan, LCP, Specific/Area Plan updates, and Zoning Ordinance. Impact assessment will be conducted parallel to Plan preparation so that mitigation can be built-in to the Plan as policies, rather than added-on as “mitigation.” We will use the most current CEQA guidelines for each issue area, including global warming and GHGs.	Draft documents will be taken through the hearing process and undergo certification (in the case of the EIR) and adoption (for planning and zoning documents).
Meetings: EC3 ¹	<div><div>1</div><div>2</div><div>3</div><div>4</div><div>5</div></div> <div>Working Papers Review</div>	<div><div>6</div><div>7</div><div>8</div></div> <div>Brainstorming on Alternatives</div>	<div><div>9</div><div>10</div></div> <div>Preferred Plan Policy Review</div>	<div><div>11</div><div>12</div><div>13</div><div>14</div></div>	<div><div>15</div></div>	<div><div>16</div></div>	<div><div>17</div></div>	<div><div>18</div></div>		<div><div>19</div></div>
Public	<div><div></div></div> <div>Barrio Community Workshop</div>	<div><div></div></div> <div>Development Stakeholder Workshop</div>	<div><div></div></div> <div>Workshops</div>		<div><div></div><div></div></div> <div>Housing Stakeholder Workshop Open House</div>		<div><div></div></div> <div>Stakeholder Meetings</div>	<div><div></div></div> <div>Stakeholder Interviews</div>	<div><div></div></div> <div>Scoping</div>	<div><div></div></div> <div>Open House</div>
Decision Makers ²		<div><div>1</div></div> <div>PC/CC</div>	<div><div>3</div><div>4</div></div> <div>PC CC</div>		<div><div>5</div><div>6</div><div>6</div></div> <div>HC PC CC</div>			<div><div>7</div><div>8</div><div>9</div><div>10</div></div> <div>PC PC PC PC</div>	<div><div>11</div></div> <div>PC</div>	<div><div>12</div><div>13</div><div>14</div><div>15</div><div>16</div><div>17</div></div> <div>PC PC CC CC Coastal</div>
Technical Advisory ³	<div><div>1</div><div>2</div><div>3</div><div>4</div></div>	<div><div>5</div><div>6</div></div>	<div><div>7</div></div>	<div><div>8</div><div>9</div><div>10</div><div>11</div></div>		<div><div>12</div></div>	<div><div>13</div></div>	<div><div>14</div></div>	<div><div>15</div></div>	
Products:	<div><div>1</div><div>2</div><div>3</div><div>4</div><div>5</div><div>6</div><div>7</div></div> <div>Working Papers: 1 Sustainability 2 The Local Economy, Business Diversity, and Tourism 3 Open Space and the Natural Environment, Access to Recreation and Active, Healthy Lifestyles 4 History, the Arts, Cultural Resources, High Quality Education, Community Services 5 Walking, Biking, Public Transportation, and Connectivity 6 Small Town Feel, Beach Community Character, Connectedness, Neighborhood Revitalization, Community Design, Livability 7 Memo on Key Results of Barrio Workshops</div>	<div><div>8</div><div>9</div><div>10</div></div> <div>8 Preliminary Alternative Plans 9 Fiscal Model 10 Alternative Plans Workbook</div>	<div><div>11</div><div>12</div><div>13</div></div> <div>11 Report on Community Survey Preferred Plan 12 GP/LCP/Zoning Integration Structure 13 Preferred Plan and Key Goals/Policies</div>	<div><div>14</div><div>15</div><div>16</div></div> <div>14 General Plan Outline 15 Admin Draft General Plan 16 Draft General Plan</div>	<div><div>17</div><div>18</div></div> <div>17 Admin Draft Housing Element 18 HCD Review Draft Housing Element</div>	<div><div>19</div><div>20</div><div>21</div><div>22</div><div>23</div></div> <div>19 Memo on Structure and Organizational Options 20 LCP Annotated Outline 21 LCP Land Use Plan 22 LCP Implementation Plan 23 LCP to Coastal Commission</div>	<div><div>24</div></div> <div>24 Updated Specific/Area Plans</div>	<div><div>25</div><div>26</div><div>27</div><div>28</div><div>29</div><div>30</div><div>31</div><div>32</div><div>33</div></div> <div>25 Summary of Issues from Stakeholder Interviews 26 Module 1 27 GP-Zoning Matrix 28 Issues and Options Memo 29 Annotated Outline 30 Module 2 31 Module 3 32 Admin Draft Zoning Ordinance 33 Draft Zoning Ordinance</div>	<div><div>34</div><div>35</div><div>36</div><div>37</div><div>38</div><div>39</div><div>40</div><div>41</div></div> <div>34 Notice of Preparation 35 Memo on Scoping Comments 36 EIR Approach & Organization 37 Draft EIR Project & Alternatives Descriptions 38 Issues Sections 39 Admin DEIR 40 Public Review DEIR 41 FEIR</div>	<div><div>42</div><div>43</div><div>44</div><div>45</div><div>46</div></div> <div>42-46 Adopted Documents</div>
<div>1 Six additional “floating” meetings are budgeted, but are not shown on this graphic. 2 Consultant to attend ten meetings only. 3 Consultant not present.</div>										

TASK 1: EXISTING CONDITIONS AND ISSUES EXPLORATION

The objective of this task will be to conduct an initial introductory meeting of City staff and all team members, and obtain and compile focused information on existing conditions, issues, and opportunities in Carlsbad, structured on the Vision core values, and building on the opportunities and constraints analysis initiated during Phase 1. Examples of issues and opportunities that may be reviewed during this task include those associated with the Barrio area, Plaza Camino Real, Quarry Creek, smart growth areas, the power plant, airport, housing, habitat protection, business and economy, sustainability, community character, transportation, connectivity, recreation, leveraging coastal assets, etc.

This analysis will be presented as a series of working papers. The working papers will be organized according to Vision core values, such that the nine core values will be covered in a series of six working papers, discussed with the EC3 over the course of four meetings (one paper each at two meetings and two papers each at the remaining two; see graphic below).

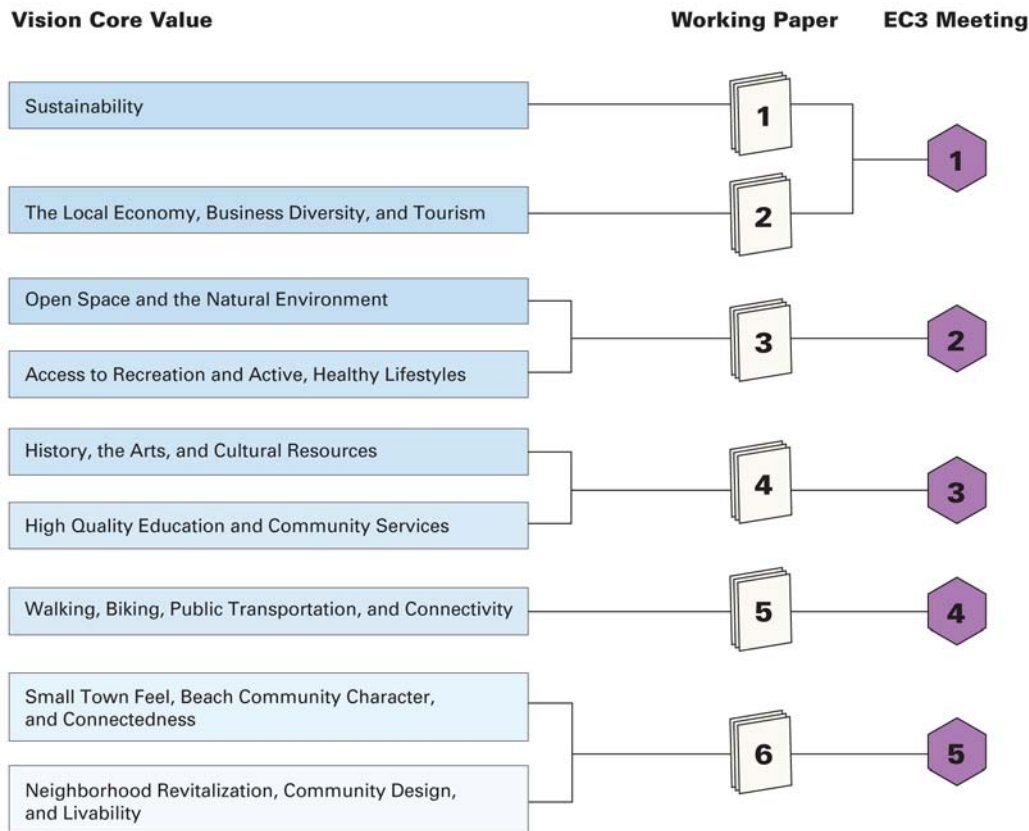
The working papers will summarize existing conditions in Carlsbad with regard to a wide range of subject matter affecting physical development, including land use and population distribution and growth trends; economy and employment; community character; urban design; transportation systems; parks and open space; historic, arts, and cultural resources; community services; natural resources; sustainability; and safety considerations. The working papers are meant to provide background information to help EC3 and decision-makers engage in dialogue about policy issues and directions. The information collected will form the existing conditions for the General Plan Update and provide a framework for the preparation of land use alternatives and focused policy directives (Task 2) that align with the Vision. For several topics, this background assessment will contribute to the “setting” for the Environmental Impact Report in Task 9, although the EIR may contain more detail than may be compiled at this stage.

These working papers will draw upon recent studies and existing environmental assessments, while for some topics new information will be compiled. Working papers will provide discussion of the local, state, and federal legislative and judicial landscape relevant to each of the core values. This would include (but not be limited to) subjects such as climate change and greenhouse gas reduction mandates (SB375 and AB32), environmental protections (CESA, FESA, Coastal Act, Clean Air Act, Clean Water Act), telecommunications, airports (ALUCP), energy (power plant), water reuse and conservation, and more.

A fifth EC3 meeting and one or two community workshops during this task will focus on the Barrio neighborhood, and will be timed in order to provide input into the working paper on neighborhood revitalization, community design, and livability (Working Paper #6).

Envision Carlsbad Phase 2: **Work Program**

Approved by City Council July 27, 2010



Each working paper will be concise, visually rich, and clearly written so that it can be easily understood by the public, relevant committees, and elected officials. Each paper will be a stand-alone document, though D&B will prepare a simple, common style template for all the papers to follow. A series of computer-based maps will be prepared and included with the working papers to spur discussion. For each core value or group of core values, working papers will present:

- *Background data and information on Carlsbad today;*
- *Analysis of existing conditions as either obstacles or facilitators of Vision core values; and*
- *Key issues and implications that require policy deliberation. These will provide a structure for EC3 discussion.*

City Staff Role: City staff will actively participate in preparing and presenting the working papers. For each working paper, consultant team members will consult with responsible City staff members in addition to those in Community and Economic Development (such as those dealing with parks and open space, transportation, and public facilities) to gather data, and identify and explore key issues. City staff members will be involved in providing information to consultants, reviewing products, participating side-by-side with consulting team members in making or leading presentations to EC3, and presenting and reviewing the papers with commissions such as Parks and Recreation. It should be noted that the working papers are interim documents meant to stimulate thought and discussion, rather than to be adopted or endorsed. This work program does

not include rounds of revision for working papers, but rather, the input from EC3 regarding each working paper will be channeled directly into later work program tasks (such as drafting plan and policy alternatives).

A. Kick-off Meeting with City Staff (D&B, Team). Because several team-members will be new to the project, an initial meeting of consulting team and team members from staff will be held to review work to date, key issues, and aspirations for the project. At these meetings, any new data sources will be identified, roles and responsibilities will be clarified, communication protocols will be established, and work program clarifications will be discussed.

City staff will also provide the team with an overview of existing plans and programs, pipeline development, major opportunities, and issues. Additional information will be assembled, including water, sewer, transportation and other facility plans, existing land use, and details on the status of proposed and approved development projects, and sources of information on evolving local, state, and federal mandates. All new team members will be provided copies of products from Phase 1, as well as detailed stakeholder meeting notes pertinent to their roles.

B. Prepare Working Papers (D&B, Team). Working papers will be as follows:

- **WP #1: Sustainability (D&B, Dudek).** D&B will lead preparation of the Sustainability Working Paper, which will provide: a discussion about defining sustainability in a way that is meaningful for Carlsbad; a summary of sustainability priorities expressed in the Vision (e.g. energy, food, water, etc.); a review of current city and county activities and programs related to sustainability (e.g. current regulations, programs, funding streams, business incentives, government investments, planning efforts and documents, etc.); a review of existing statewide legislative context for sustainability efforts; and a comparison of the Community Vision statement and direction with existing efforts to highlight opportunities for future activities. Dudek will summarize the greenhouse gases and climate change context, existing city inventory resources and efforts, and opportunities for achieving progress toward statewide AB 32 and SB 375 goals.
- **WP #2: Local Economy, Business Diversity, and Tourism (RSG).** RSG will assemble, organize, and concisely summarize historic demographics, economic, and real estate market information about the city, and prepare future projections by land use based on reasonably foreseeable trends. These data will include information from the US Census, the City-level details in SANDAG projections, as well as secondary data sources. A resource for this paper may be the City's Sales Tax Leakage Report, which is updated quarterly; it identifies where the city is losing sales tax in comparison to neighboring cities, on a per capita basis. This will be a high level market analysis: it will represent a critical examination of future demand for land uses, designed to answer specific policy questions that have land use planning and fiscal implications for the City. This may include: likely future demand for retail by type; future projections for industrial/business park uses (which form a substantial portion of the City's employment core); demand for office and hotel uses; as well as feasibility of various land uses and mixes for key infill opportunity sites. For residential uses, information on housing projections by SANDAG will be presented. An additional area of emphasis will be on understanding housing

demand by different product types (single family vs. multifamily) and cost, resulting from aging population, changing household composition and income levels, as well as the City's desire for infill development and increased population in key areas, such as the Village. For retail uses, this analysis will recognize the community's desire for increased access to neighborhood retail uses as expressed in the Vision, in addition to long-range fiscal considerations. It should be noted that this working paper will deal with quantities of jobs and housing units; the resulting land use needs may differ based on policy decisions relating to extent of land uses and development intensities, which will be explored as part of the land use alternatives (Task 2). The topic of economic sustainability will also be mentioned as one of the "three E's of sustainability" in WP #1 (environment, economy, equity) and fiscal sustainability for the City will be explored as part of the fiscal model effort (Task 2).

- ***WP #3: Open Space and the Natural Environment; Access to Recreation and Active, Healthy Lifestyles (Dudek, D&B).*** This working paper will reflect two core values—Open Space and the Natural Environment; and Access to Recreation and Active, Healthy Lifestyles. Carlsbad has a wealth of natural resources that are an integral part of the city's character and quality of life. A comprehensive understanding of the locations and extent of these resources, their local and regional importance, and potential threats to them is essential to development of land use planning decisions, and policies for their protection. Similarly, open space and natural resources, and their management, is integral to residents' ability to achieve active, healthy lifestyles. This working paper will build on the materials gathered by D&B during Phase 1 to describe existing natural and recreational resources in the city and policy implications that should be discussed by the EC3 in preparation for developing land use and policy alternatives for the General Plan. Important resources for this working paper include the Habitat Management Plan (HMP) and stormwater management staff.
- ***WP #4: History, the Arts, and Cultural Resources; High Quality Education and Community Services (Dudek, D&B).*** D&B and Dudek will partner on this working paper, with Dudek spearheading the material on history, the arts, and cultural resources, and D&B leading the research effort to summarize existing community and educational services. Locations of historic structures will be shown on maps, while archaeological resources or sacred sites protected by law may not be shown on maps, but described. Schools and higher educational services will be summarized, and existing plans and projections reviewed. This working paper will provide an opportunity to suggest ways in which cultural/arts/library/education services may be better integrated in the land use and social fabric of the entire Carlsbad community, capitalizing on synergies with the retail sector as well as mixed-use development.
- ***WP #5: Walking, Biking, Public Transportation, and Connectivity (F&P).*** This working paper will analyze the opportunities and constraints (both physical and regulatory) of the existing transportation facilities, with a focus on multimodal accessibility, connectivity and "smart growth" concepts. Key issues and implications that require policy deliberation in the future will be highlighted. Components will include:

Literature Review. F&P will review information obtained from previous studies; at a minimum, this will include: specific plans; SANDAG's 2050 Regional Transportation Plan; recent traffic count data, traffic studies, and EIRs; existing traffic analysis zones (that are part of the SANDAG model); aerial photographs and base maps; street improvement design standards and existing design documents, neighborhood traffic-calming policies; local and regional transit maps and routes; SANDAG Regional Bicycle Master Plan; City's Pedestrian and Bicycle master plans; Capital Improvement Program; major development projects; the McClellan-Palomar Airport Land Use Compatibility Plan; regionally significant projects; local, regional, state and federal programs, policies, and requirements; and planning studies, engineering studies, and other available information relevant to current and future multi-modal circulation.

Data Collection. For the purposes of this analysis, F&P has budgeted to conduct daily counts on up to 30 roadway segments, but would not duplicate the efforts of the city's existing annual traffic monitoring program. F&P will inventory, review, and/or obtain information on the following: existing functional classification and posted speed limits of City streets; accident statistics over past three years; pertinent traffic and travel information available from the City, SANDAG, and Caltrans; existing transit services and facilities; existing bicycle facilities; existing pedestrian and/or trail facilities (including sidewalks); existing aviation facilities; existing goods movement facilities, including rail.

Opportunities and Constraints Assessment. An assessment of the existing infrastructure and related operations associated with the various modes of transportations serving the city will be undertaken.

- *Pedestrian Facilities.* F&P will incorporate findings from the City's Pedestrian Master Plan, and review inventory and assessments to identify deficiencies and pedestrian needs. F&P will utilize a combination of field review, community input, meetings with local organizations, analysis of collision data, review of traffic volumes/flows, and a review of available aerial and other maps. Other information to be collected and evaluated includes: safety (presence and quality of pedestrian crossings); accessibility (missing curb ramps, sidewalk gaps, sidewalk obstructions; would use findings from ADA analysis currently underway and augment as appropriate); connectivity (between origins and destinations); walkability (field reviews and public input).
- *Bicycle Facilities.* F&P will incorporate findings from the City's Bicycle Master Plan. F&P will conduct field inventories and review currently available GIS data to assemble information on current bicycle facility conditions in terms of unmet needs, safety, connectivity, and convenience. Additional information will be collected from various sources, such as bicycle accident data, traffic volumes, land use, demographics, and bicycle counts.

- *Transit Facilities.* Data for existing transit ridership will be obtained from SANDAG and NCTD, and summarized in tables, and figures as appropriate. A bus stop inventory will be conducted, with the information summarized in tables and figures. Information on stop amenities, nearby land uses, location nearside or farside of the intersection, etc. will be provided. Deficiencies will be identified and documented in text, tables and figures. F&P will also review current linkages between transit services and land uses to identify level of interaction, deficiencies, and opportunities. F&P will assess the surrounding neighborhood and define the character of the area near key transit stops. This approach will identify smart development that is pedestrian friendly and promotes transit ridership. F&P will depict current transportation infrastructure, transit services, streetscape features and existing buildings and parking areas within ¼ mile radius around Coaster stops.
- *McClellan Palomar Airport.* The working paper will briefly discuss the airport as a transportation facility, its impacts on the overall city transportation network, and will highlight issues and options for enhancing connection to the airport.
- *Smart Growth Areas.* SANDAG-identified Smart Growth Areas within Carlsbad will be identified and their pedestrian, bicycle, and public transportation needs called out specifically within the working paper.
- *Traffic Circulation.* Daily roadway level of service and capacity analyses will be conducted for all classified circulation roadway segments identified in the current General Plan, including differentiating traffic into and out of Carlsbad. The overall connectivity of the roadway system will be assessed, and unfinished roadway segments (such as Cannon Reach A and Marron Road ECR to College Blvd) will be identified, along with the system's compatibility with adjacent land uses. Points of access will be assessed, especially in regard to access to regional freeway facilities.
- ***WP #6: Small Town Feel, Beach Community Character, and Connectedness; Neighborhood Revitalization, Community Design, and Livability (D&B).*** This working paper will reflect two core values—Small Town Feel, Beach Community Character, and Connectedness; and Neighborhood Revitalization, Community Design, and Livability. Building on the community visioning process, the core elements of Carlsbad's identity and character, and land use and urban/community design issues related to their conservation and enhancement will be identified. The three major areas of analysis will include:

Land Use. The land use work will build on the work initiated for the Opportunities and Challenges Report. Focused windshield surveys will be conducted of key areas to verify land use data accuracy. A complete land use data layer will be prepared, which will serve as the basis for land use analysis, and alternatives.

Urban Design, Intensity, Mix, and Prototypical Analysis. This analysis will be conducted at two scales: citywide, and neighborhood/district. This analysis will be based directly on Carlsbad's context – such as use patterns, building/street relationships, and streetscapes. The following will be the scales of analysis:

- *Citywide Scale.* Carlsbad’s community form and design characteristics will be documented. This will include a description of the city’s overall urban form (districts, corridors, landmarks and focal points, landforms, and so forth) and key form-giving components. Elements will be depicted on the base map, described, and illustrated by photographs and drawings. The relationship between small town feel and “Smart Growth” will be explored.
- *District/Neighborhood Scale.* The analysis will focus on answering questions related to building intensity and use mixes, and community and neighborhood character, in a prototypical manner (such as neighborhoods, employment districts, etc.) The role of and potential locations for new neighborhood/community gathering places will be explored.

Neighborhood Revitalization/Focus Areas. This analysis will determine Focus Areas—key revitalization areas, where change/intensification could be expected or should be explored as part of the General Plan update process, based on a variety of criteria, including field survey, and GIS-based intensity/valuation analysis. The consultant team will also work with staff to identify any other existing uses that may be replaced or intensified due to their economic obsolescence, physical deterioration, or incompatibility with adjacent uses. A greater level of detail will be explored for the Barrio neighborhood, in terms of land use intensities, design standards, as well as implementation of relevant portions of Housing Element Program 2.1. One or two community workshops and an EC3 meeting will be dedicated to the Barrio neighborhood (see subtask C, below).

- C. Barrio Neighborhood Workshops. (D&B; Staff)** In preparation of Working Paper #6, staff and consultants will engage the Barrio neighborhood in focused outreach to identify major planning challenges facing the neighborhood. This will occur in the form of one or two neighborhood workshops. Key results of the workshop(s) will be compiled in memo form for review and discussion, and will be presented at an EC3 meeting focused on the Barrio neighborhood.
- D. Review and Brainstorm Working Papers Assessment with EC3 and Other Commissions.** The six working papers will be reviewed in four meetings of the EC3. The EC3 will brainstorm about conclusions and findings, in terms of how these may shape potential alternatives or policies, rather than critique the papers. A substantial amount of time will be reserved at each meeting for EC3 discussion and feedback; the “world café” format (small group discussion) may be used for the brainstorming component, rather than a staff- or consultant-directed meeting. While the primary review and brainstorming group for the working papers will be the EC3, some papers will be appropriate for review and discussion by commissions and boards (such as Parks and Recreation Commission, Historic Preservation Commission). Importantly, these working papers are discussion tools rather than final documents. No time is budgeted at this stage for text or layout revision and refinement following discussions by EC3 or commissions.
- E. Technical Advisory Committee Meetings.** It is anticipated that the TAC will meet at least four times to review the working papers before they are finalized.

*Meetings: Barrio Neighborhood Community Workshops (one with consultants; a second staff-led, if necessary)
EC3 Meetings (4)*

*Boards and Commissions (staff led)
TAC Meetings (4; no consultant participation)*

Products: *WP #1: Sustainability*

WP #2: Local Economy, Business Diversity, and Tourism

WP #3: Open Space and the Natural Environment; Access to Recreation and Active, Healthy Lifestyles

WP #4: History, the Arts, and Cultural Resources; High Quality Education and Community Services

WP #5: Walking, Biking, Public Transportation, and Connectivity

WP #6: Small Town Feel, Beach Community Character, and Connectedness; Neighborhood Revitalization, Community Design, and Livability

Memo on Key Results of Barrio Neighborhood Workshop

TASK 2: PLAN AND POLICY ALTERNATIVES

The objective of this task will be to translate the conclusions from Task 1, as well as results of the community outreach from Phase 1, into alternative land use and circulation patterns. Decision-makers and EC3 members will be the drivers for shaping the alternatives, and provide direction to the planning team by engaging in hands-on workshops.

This task will be conducted in two parts:

- Plan Formulation. Building on the identified issues, and opportunities and constraints, approximately three “sketch plans” illustrating alternative land use patterns, with supporting circulation system, for the Planning Area will be formulated (it may be more or less depending on need, but this work program assumes three). Even if the actual street pattern does not vary among alternatives, different land use patterns may generate different transportation use patterns.*
- Plan Evaluation. An evaluation of the alternative sketch plans will be conducted, so informed decisions can be made. A key component of this task will be assembling a set of performance measures to evaluate the alternatives. The attempt will be to translate each of the core values into one or more metrics, recognizing that some of the values (such as neighborhood character) may lend themselves to qualitative rather than quantitative evaluation.*

City Staff Role: City staff will be involved in all steps of this task, including brainstorming, review and presentation.

- A. Workshop with the Development Community (Staff; D&B).** A workshop will be held with the development community to ensure that a broad range of perspectives is taken into account in the composition of potential land use alternatives. Major land owners, business owners, and other development stakeholders will be invited to attend, building on the outreach conducted in Phase 1.

B. Conduct Planning Commission/City Council Joint Workshop to Brainstorm on Alternatives (Staff; D&B). At this meeting, a summary of the working papers assessment will be provided, with the bulk of the time reserved for decision-maker brainstorming on the alternatives. The goal will be to have decision-makers engage in a dialogue about the possibilities for development and redevelopment, so that these ideas can be captured in the alternatives.

C. Conduct EC3 Workshop on Defining Alternative Plans (Staff; D&B). Decision-maker input will be reviewed, and a “world café” style workshop will be held with the EC3 members to brainstorm about defining the alternatives, as well as performance measures that will be used for their evaluation.

D. Define Preliminary Alternative Plans (D&B). Decision-maker and EC3 brainstorming input will provide a foundation for the land use/transportation alternatives. A series of alternative land use maps will be prepared. Alternatives could be structured around “themes,” such as “core focus” or “distributed development.” Items that have been conclusively identified as critical to the community—such as open space—may be emphasized in all of the alternatives, but the manner in which this is carried out may vary.

The alternatives will be sufficiently developed to show the community and decision-makers clear choices among major land use options. Alternatives will incorporate urban design concepts and will explore land use arrangements, mixes, locations of centers and activities to support neighborhood revitalization, promote livability, enhance sustainability, and help achieve the core values. To the extent possible, alternatives information will be presented in the form of maps, tables, and charts.

E. TAC Meeting. The TAC will meet to review the preliminary Alternative Plans, and following which any needed revisions will be made before EC3 review.

F. Review Preliminary Plans with EC3 (Staff; D&B). The preliminary Alternative Plans will be reviewed twice with EC3 in a workshop-like setting; the first meeting will look at the complete alternatives comprehensively, while the second meeting will focus on the Barrio neighborhood more specifically.

G. Evaluate Alternative Plans. Impacts of the plans will be quantified. Relative merits and disadvantages of the alternatives will be assessed, based on how well they reflect the core values of the Vision. For each core value, performance criteria will be selected from readily available and accepted sources, recognizing that not all core values lend themselves to objective assessment. However, quantitative measures related to several topics—transportation, land use, population, housing, employment, greenhouse gases, environmental, and fiscal—will be compiled and presented to enable informed discussion and decision-making. The emphasis of the evaluation will be on succinct, understandable information, with use of tables and charts, rather than large volumes of technical analysis and text. Evaluation topics will include:

- ***Land Use, Population, and Employment (D&B).*** Comparative impacts in terms of population, housing, and jobs, and compliance with Growth Management Proposition E will be prepared for presentation in narrative and tabular form.

- **Transportation (F&P).** Traffic forecasts will be prepared for the alternative land use scenarios. Trip generation estimates will be prepared for the land use growth anticipated under the alternative land use scenarios. Future trips will be distributed and assigned to the street system. Citywide transportation measures such as vehicle miles traveled, hours of delay, and numbers of trips generated will be calculated for each of the three alternatives and will be used to assist in comparing and contrasting the effects of the alternatives. Differences on impacts on pedestrian and bicycle movement will be analyzed.
- **Livability/Smart Growth (D&B, F&P support).** Impacts of the alternatives will be evaluated at a quantitative level (for traffic, walkability/access to stores and open space, jobs/housing balance, etc.), and qualitatively where appropriate. These criteria will be developed in conjunction with staff.
- **Fiscal Model and Evaluation (RSG).** Using the City's operating budget, the capital improvement program(CIP), and the development impact fee program (it is anticipated that the operating budget and CIP will be for the adopted 2010/11 budgets, and the development impact fee program will be the most current), RSG will identify municipal costs and revenue factors, and development impact fee rates, and use these factors, as well as other information provided by the City, in preparing a long-range General Fund fiscal impact model. The model will provide projections of department-level revenues and expenditures over the time period of the General Plan under a base case (i.e., continuation of current trends) and a reasonable number of alternative scenarios. RSG will then identify resulting municipal revenues, municipal service costs (public safety, recreation, development services, and general government), and development impact fees associated with each land use proposal. Once the model is oriented with City of Carlsbad specific factors, RSG will then test various land use alternatives based upon the land use option proposals. In order to provide a comprehensive understanding of municipal revenues and expenses, RSG will also input existing developed land use data provided by D&B and establish baseline revenue and expenditure forecasts for those lands uses that are not anticipated to change or to be significantly redeveloped, during the planning period used in the General Plan update. RSG will consider presenting the fiscal analysis results in a format similar to the annual 10-year forecast for the General Fund, with which the City Council is already familiar.
- **Environmental (Dudek, D&B).** Impacts of the alternatives on environmental resources will be evaluated, including natural resource communities, quantification of greenhouse gas emissions, and potential safety conflicts such as with airport land uses.

H. TAC Review of Draft Alternative Plans Report. The TAC will review the Alternative Plans Report before public review.

I. Prepare Final Alternative Plans Report (D&B). The alternatives, their organizing principles, as well as the evaluation, will be summarized in a working paper. Following staff and TAC review of an administrative draft, the Alternatives Plan report for will be prepared, which will be review by the public during Task 3.

Meetings: *Development Stakeholders Workshop (1)*

City Council/Planning Commission Joint Workshop to Brainstorm on Alternatives

EC3 Workshops (3)

TAC Meetings (2)

Products: *Preliminary Alternative Plans*

Fiscal Model

Workshop Materials on Alternatives

Alternative Plans Report

TASK 3: PREFERRED PLAN

In this task, a Preferred Plan will be developed and refined in collaboration with the community and decision-makers. Choices and tradeoffs will be discussed with the public during community workshops. The selection of a Preferred Plan will create a framework within which new policy language can be developed for the General Plan. Much of the focus of choosing a Preferred Plan will revolve around the Vision and other major issues identified such as economic sustainability and growth, and achieving a self-sustaining mix of land uses. Additionally, framework concepts or key goals for the individual elements of the General Plan will be developed to provide a bridge to detailed policy-making.

Staff Role: Much of the initial work on this task will be outreach to the community at large, as well as organizations, to get feedback on the alternatives and direction for a Preferred Plan. This outreach will largely be a staff-led effort, with consultant support on the four citywide community workshops, as well as a community survey. The consultant team will summarize results of the four community workshops and the community survey; staff will be responsible for correlating this with feedback from other groups and organizations, and providing a unified direction on Preferred Plan.

- A. Prepare Newsletter on Planning Alternatives (D&B).** This newsletter will summarize the key alternatives being considered for the General Plan, and could be combined with the survey. Opportunities for public input will also be included. The City will be responsible for printing and mailing.
- B. Citywide Workshop on Alternatives (D&B, Team).** City staff and consultant team will lead four community workshops (one in each zip code) to discuss and compare the alternative plans. The format for the public workshop will be reviewed with City staff, but is likely to be small groups focused on specific issues, who then present their findings and preferences to others in an open forum. This format will also allow the EC3/decision-makers to gauge public reaction before decisions are made. Community-specific issues can be addressed in targeted discussions with area residents or with specific groups by City staff.
- C. Barrio Neighborhood Workshop on Alternatives (Optional).** If desired, a fifth workshop will be held focused on getting feedback on alternatives for the Barrio neighborhood.

D. Survey and Web-Based Feedback (BWR; D&B support). Along with the newsletter (Subtask 3.A above) a mail-in survey will be sent to obtain community feedback on alternatives. In addition to the overall alternatives, the survey may ask community members specific questions about individual components (such as parks) or about specific Focus Areas. Web-based technology, such as an online survey, UserVoice voting, or other feedback tool—will also be explored. The EC3 will have the opportunity to review and comment on the survey tool prior to distribution. Results of the survey will be coded and analyzed. Three options for conducting this survey are presented below by BWR, with cost comparisons.

Option 1: Representative Sampling

This option would provide a representative sampling of Carlsbad residents from an n=400 (+/- 4.88% margin of error, given a 95% level of confidence) to n=800 (+/- 3.44% margin of error, given a 95% level of confidence) residents of Carlsbad. This sample would represent the City's population by age, ethnicity, geographic distribution (zip code) and gender. This could be done using phone and online surveys. If the survey requires visual cues, a sampling of surveys can be mailed and/or emailed with phone follow-ups and recruitment.

- **Advantages:** This approach is the most reliable in gathering a sample that accurately reflects Carlsbad's resident population.
- **Disadvantages:** This approach will not give every resident the opportunity to provide their feedback.
- **Research Fee Estimate:** n=400, \$19,725; n=600, \$23,825. This would include survey design, pre-testing, all data collection costs, data analysis and a written report.
- **Additional Costs:** None

Option 2: Limited Census Approach

This option would begin with sending a postcard to every resident to complete an online survey or call a 1-800 number to receive a mail version of the survey. After the initial wave of completed surveys have been gathered, BWR would sample those residents that were under-represented after the initial wave of completed surveys.

- **Advantages:** This approach provides all households with mailing addresses the opportunity to participate in the survey, but most of the research resources are put towards developing a representative sample that accurately reflects Carlsbad's entire population.
- **Disadvantages:** This approach will take more time than Option 1, extending out the time allocated for community feedback on alternatives, unless oversampling of likely underrepresented population groups (such as younger people) is done at the outset in anticipation.
- **Research Fee Estimate:** n=600 (a minimum of 600, likely to be more based on online participation) \$21,895. This would include survey design, pre-testing, all data collection costs, data analysis, and a written report.
- **Additional Costs:** Cost of mailing out a postcard to all residents.

Option 3: Full Census Approach (Staff-Preferred Approach)

This option would be similar to the approach done in the first phase of Envision Carlsbad, where the survey was mailed out to all households. A variation could be to send out first a postcard to increase the number of online completes and then mail out surveys to all residents who did not complete an online survey; however, this two-step process will add to the time.

- **Advantages:** This approach provides all households with mailing addresses the opportunity to participate in the survey.
- **Disadvantages:** While the overall number of completed surveys will be highest under this approach, this approach is typically less representative as different sub-populations have different levels of participation. This process uses more resources (paper, total costs, including research fee and printing and postage; however, if done with a citywide newsletter, then this will not be the case) and, if a two-step process (postcard, followed by a mail survey) is used, takes more time than the other approaches.
- **Research Fee Estimate:** \$12,500. This would include survey design, pre-testing, data analysis, and a written report. Depending on the length of the survey and the number of open-ended questions, BWR would charge .75 cents to \$1.50 for each mail survey that is returned and processed.
- **Additional Costs:** Costs of mailing postcards and/or surveys to all residents (however, if combined with newsletter on alternatives, additional cost will be minimal).

- E. City Council/Planning Commission Briefing on Alternatives and Community Feedback (D&B, Team).** Decision-makers will be briefed on the alternatives, their impacts, and community reaction to them, so decision-makers can weigh in or provide specific direction to the EC3 should they so desire.
- F. EC3 Meeting on Defining Preferred Plan (D&B).** Community feedback on the alternatives and decision-maker briefing (subtask D) will be used as the basis for the Preferred Plan, which will be defined in an interactive working session with the EC3. Much of the focus of creating a Preferred Plan will revolve around implementing the Vision core values and achieving a balanced mix of land uses based on identified need. All of the Focus Areas will be systematically explored to make sure that in addition to buy-in into the big picture, there is agreement on how this is carried out in individual areas. This discussion will also be used to form key policies or “framework concepts” that will be translated into policies. The Preferred Plan will consist of a land use/circulation diagram accompanied by a short description.
- G. Prepare Policy and Framework Concepts (D&B, Team).** Key goals or guiding policies and “framework concepts”—short narrative text that will be later translated into goals and policies—will be prepared in a memo format. These will synthesize information gathered to date and assist EC3 members in bridging the gap between Preferred Plan and detailed policy development.

- H. Prepare Memo on General Plan/Local Coastal Program/Zoning Integration Structure (D&B).** This memo will encapsulate organization of the General Plan, LCP, and Zoning Ordinance, in particular related to the legal requirements of the LCP. Critically, this memo will define how the California Coastal Commission will use the LCP, and how the organization of all three documents will ensure that the California Coastal Commission is clear about which parts of the planning documents fall under their purview. Initial outlines of the documents will be included.
- I. TAC Meeting.** The TAC will meet to review the preliminary Preferred Plan and the memo on documents structure and integration, following which any needed revisions will be made before EC3 review.
- J. Review and Refine Preferred Plan and Key Goals with the EC3 (D&B; Team).** The EC3 meeting (subtask E, above) will be used to prepare a Draft Preferred Plan. Development resulting from this Preferred Plan will be quantified, and reviewed together with concepts and key goals (from subtask F, above). It is likely that discussion of the Preferred Plan and the key goals will be accomplished over two meetings. Overall structure of the documents (General Plan, LCP, and Zoning Ordinance) will also be reviewed.
- K. Present Draft Preferred Plan and Key Goals/Guiding Policies to Decision Makers (D&B).** The Preferred Plan and the goals will be presented and reviewed with the Planning Commission/City Council. Choices and tradeoffs may also be discussed regarding the integration of the General Plan, LCP, Zoning, and existing specific and master plans. City Council acceptance of the Preferred Plan will establish the basis for formulating detailed Plan policies.
- L. Prepare Newsletter #2: Preferred Plan and Key Goals (City).**

Meetings: Community workshops on alternatives (4)

EC3 Meetings on Preferred Plan and Key Policies (2)

City Council/Planning Commission (2)

TAC Meeting (1)

Products: Newsletter #1: General Plan Alternatives

Workshop Materials

Community Survey, and Report on Community Survey Preferred Plan

Preferred Plan and Key Goals/Policies

Memo on GP/LCP/Zoning Integration Structure

Newsletter #2: Preferred Plan

TASK 4: DRAFT GENERAL PLAN

[For Housing Element, please see Task 5.]

Decision-maker approval of a Preferred Plan and key goals will establish a strong foundation to build detailed General Plan policies. Balancing attention between text policies, the land use plan, and the land use classifications is critical to a successful General Plan. Dyett & Bhatia will strive for brevity and clarity that enables all interested persons to easily see what commitments the City is making, what it hopes to accomplish, and whether a proposed project is consistent with the

Community Vision. We will include both “guiding policies” (or goals) and “implementing policies,” the latter forming a concrete, realistic, and feasible basis for implementing ordinances or amendments to existing ordinances. Preparation of the Draft General Plan will be conducted in parallel with the Draft EIR, so that any necessary mitigation can be folded into Plan policies to ensure that the Plan is “self-mitigating.”

The Draft General Plan will be structured in such a way that the average citizen will find it meaningful, useful, and understandable. Chapters may correspond closely with the Vision core values or sustainability principles (environment, economy, equity), rather than using traditional elements such as “land use” and “open space”. In this case, compliance with State law requirements for elements would be shown in a matrix form. A traditional elements approach could also be used; decision on the appropriate structure and the General Plan outline will be made as the final products from Task 3 (overall structure of the various documents, and key General Plan goals) are being developed. Regardless, the General Plan will be structured to implement the Vision and will reflect requirements for the State-mandated seven elements (Land Use, Transportation, Safety, Conservation, Open Space, Noise, and Housing (see Task 5). Consideration will be given to the formulation of “optional” elements which are permitted by State law and which may help the General Plan achieve the Vision. In the outline provided below based on the Vision core values, already represented are examples of “optional” elements related to economic development, sustainability, and cultural resources. While short background material will be provided as needed to set the stage for each element, the General Plan will largely consist of goals and actionable policies (along with maps, photographs and illustrations, as appropriate), rather than lengthy text on existing conditions. As policies are developed, EC3 input will be sought.

City Staff Role: City staff will provide policy input and direction to the consultant team, and will be involved in reviewing and providing direction as EC3 review meetings are held, and when the full Draft General Plan is compiled. City staff will also act as a liaison with various commissions and other groups, as necessary, as policies are developed.

- A. Prepare Outline (D&B).** A detailed outline for the General Plan (including a list of figures) will be prepared and reviewed with City staff. Topics that will be covered in each chapter will be identified, and a “mock-up” section will be prepared for staff approval.
- B. Establish Plan Forecasts (D&B).** Forecasts of land use and population changes that will occur at General Plan horizon year (likely for horizon year 2035 or 2040) will be prepared.
- C. Evaluate Transportation Improvements of Draft General Plan Land Uses (F&P).** Using the SANDAG travel demand model, F&P will use horizon year conditions traffic forecasts to identify the roadway infrastructure needs to support future growth, while balancing needs of a variety of modes.

D. Prepare Administrative Draft General Plan (Consultant Team). Each element of the General Plan will include background information, goals and implementing policies, and monitoring and evaluation requirements. The implementing policies constitute the General Plan Implementation Program; however, these policies may be consolidated into a stand-alone document/matrix for monitoring and evaluation purposes. For each element, meetings with key figures from each department will be arranged as needed. A preliminary General Plan structure, based on the Vision core values is described as follows (note: a different General Plan structure may be chosen as discussed above).

- ***Small Town Feel, Beach Community Character, and Connectedness (including Community Design).*** This element will serve to enhance Carlsbad's character, as well as community engagement and connectedness. Drawings and illustrations will be prepared, as appropriate, to illustrate concepts. This element will take into consideration:
 - Overall city image, form, and identity (including role of mixed use);
 - Integrating the beach and the community;
 - Neighborhood connections;
 - Design policies for key corridors, including streets and buildings;
 - Enhancing social connectedness, including promoting a multi-generational community;
 - Promoting community engagement, connectedness, volunteerism, and philanthropy; and
 - Growth balance and management.
- ***Open Space and the Natural Environment.*** This element will be designed to protect and enhance Carlsbad's unique resources, and will be closely coordinated with the EIR impact analysis. Any identified mitigations will be folded in as Plan policies. It will also be closely coordinated with health and safety issues (including hazardous materials, noise, and air quality), and will address issues related to environmental quality, laying out criteria for development and accepted tolerance so there is no confusion of what is consistent with the General Plan and what is not. Topics to be addressed include:
 - Open space categories (use by people v only preservation);
 - Habitat and biological resources conservation;
 - Beaches, lagoons, and the ocean; drainage and erosion;
 - Agricultural resources;
 - Soils;
 - Water quality, watershed management, wastewater, and water conservation;
 - Hazardous materials;
 - Air quality;
 - Greenhouse gases;
 - Climate change; and

- Noise (including existing and future noise contours, airport noise impacts, and noise standards).
- ***Access to Recreation and Active, Healthy Lifestyles.*** This element will be closely coordinated with the first two elements, and as well as the Transportation and Connectivity Element. Included will be:
 - Park and recreation system (including beaches and lagoons);
 - Trails and connections;
 - Park design and programming (maximizing use; designing for local population and for expected population age distribution; overall system balance); and
 - Key policies and programs for system enhancements, including new parks and open space locations, and accessibility improvements.
- ***The Local Economy, Business Diversity, and Tourism.*** This element will provide the policy framework to ensure Carlsbad's long-term fiscal vibrancy, and economic sustainability. Based on the analysis of recognized business trends and available resources, and the Economic Development Strategy, it will outline the City's economic development objectives, ensuring that economic decision-making is integrated with other aspects of the city's development. Topics will include:
 - *Business Retention.* Supporting business attraction, expansion, retention, and improvement, for existing and new economic clusters;
 - *Economic Diversity.* Supporting a diverse economy, ranging from small businesses to cutting-edge establishments;
 - *Retail Sector.* Expanding the retail sector, and promoting shopping and dining opportunities;
 - *Tourism.* Promoting tourism, and linking it with other aspects of the city's life; and
 - *Partnership.* Supporting collaboration and partnerships with the business community.
- ***Walking, Biking, Public Transportation, and Connectivity.*** This element will encompass the full range of transportation modes, including evaluation of major roadways and an assessment of transit, pedestrian and bicycle corridors, and even the airport. Topics will include:
 - *Balanced/Multimodal Transportation System:* Multimodal transportation levels of service; Street classification system, reflecting multi-modal and urban design, rather than simply automobile movement, considerations; Street improvements;
 - *Bicycle and Pedestrian Systems:* Bicycle and pedestrian facility classification system, including pedestrian priority areas (such as around schools or the Village); Proposed bikeway and pedestrian system; Pedestrian access across the railroad tracks to the beach;
 - *Automobile Circulation:* Existing and planned operations; Signalization and signal synchronization; Parking; and

- *Public Transportation System:* Proposed transit system and services, including potential shuttles; priority transit service areas; pedestrian connections to public transportation.
- ***Sustainability.*** Because sustainability will be an overarching theme of the entire General Plan update, this element will not duplicate what is included in other elements but will provide clear cross references to other portions of the Plan to show how each of the “three E’s”—Environment, Economy, and Equity—are addressed throughout the document. For instance, economic sustainability will be covered in the Local Economy, Business Diversity, and Tourism Element, with easy cross-references provided here. The Sustainability Element may feature some specific topics that do not fit neatly within other elements, or which deserve additional elaboration here. These topics may include:
 - Public/private/non-profit partnerships and relationships;
 - Watershed/supply management overall (conservation, recycling, and desalination);
 - Energy and climate change, including green building and sustainable site planning, promotion of renewable energy;
 - Healthy and sustainable food systems; and
 - Waste reduction and recycling.
- ***History, the Arts, and Cultural Resources.*** This element will outline strategies to celebrate Carlsbad’s history, cultural heritage, and promote arts. Topics will include:
 - Historic preservation, including existing/proposed historic resources, as well as strategies to enhance preservation and/or adaptive reuse;
 - Art and cultural facilities; Performance space; Libraries; Museums; and
 - Partnerships for new events programming and other cultural activities.
- ***High Quality Education; Community Services and Safety.*** This element will provide the structure for community services, including public safety, and partnerships with other organizations involved in education. (Safety may be addressed in a separate element.) Topics will include:
 - Schools, higher education institutions, and learning centers;
 - Community services (including nutrition, health, hospice);
 - Housing needs of an aging population;
 - Fire services;
 - Police services; and
 - Emergency management, including fire hazards, aircraft hazards, and geologic and seismic hazards.

- ***Neighborhood Revitalization and Livability.*** This element will provide direction for rejuvenation of neighborhoods in the city's core, identify the location and intensity of uses, and provide policies that would result in developments that are appropriate to the character and setting. Proposition E Growth Management mandates will be acknowledged, as well as implementation of current Housing Element programs. Topics in the element may include:
 - Land use vision;
 - Land use classifications; density/intensity standards (including land use map on the city's parcel base);
 - Connection to the Housing Element;
 - Neighborhood(s) connectivity;
 - Population and job holding capacity; jobs/housing balance;
 - Detailed policies for Barrio Neighborhood;
 - Policies for new mixed-use areas;
 - Policies for other areas, such as residential neighborhoods, office and business park districts, and for amenities such as community gathering places;
 - Financing sources and strategies such as sales tax, TOT, etc.; and
 - Land use compatibility in the McClellan-Palomar Airport Influence Area consistent with the Airport Land Use Compatibility Plan.

E. Implementation and Monitoring (D&B). The General Plan implementing policies will constitute the Implementation Program for the General Plan. If so desired, these can be assembled into an independent document/matrix, so implementation can be tracked and programs easily prioritized. In addition, statutory requirements for annual General Plan reports will be included. Major capital improvements resulting from the General Plan—parks, streets/bikeways, water/wastewater system improvements—can also be compiled into a list, so that the City can prioritize timing and improvements.

F. EC3 Meetings. Some policy issues must necessarily be considered and resolved during the preparation of the General Plan. The EC3 will convene as needed (likely 4 meetings) to provide the project team with planning policy direction. Policies for the Barrio neighborhood will be discussed by the EC3 as part of the regular meetings or in one or more meetings specifically devoted to the topic.

G. TAC Meetings. It is likely that the TAC will meet several (potentially about four) times as policies are developed and refined.

H. Prepare Public Review Draft General Plan. The Administrative Draft presented for staff review will be revised after City staff provides a consolidated set of comments.

Meetings: *EC3 Meetings (4)*
TAC Meetings (4)

Products: *General Plan Outline*
Administrative Draft General Plan

Draft General Plan

General Plan Land Use Map (GIS and Parcel Based)

TASK 5: DRAFT HOUSING ELEMENT

The objective of this task is to update the Carlsbad Housing Element in conjunction with the update of the rest of the General Plan, ensuring that the element is fully integrated into the General Plan and that the City stays in compliance with State housing law while meeting the local challenges of smart growth, and density and growth management (Prop E).

Prior to the enactment of SB 375, cities and counties were required to revise their housing elements every five years according to a staggered schedule by region. All regions have now completed the fourth revision cycle to the housing element, and some regions are about to begin the fifth revision cycle. In order to align the population projections used in the Regional Housing Needs Assessment (RHNA) process with those used for transportation planning, and to coordinate the RHNA allocation with the sustainable communities strategy of the RTP that an MPO adopts every four years, SB 375 put housing elements in regions with an MPO on an eight-year cycle. SB 375 established the due date for the fifth revision of housing elements within each region at 18 months after the date of the first RTP adopted after September 30, 2010 and the due date for the sixth and subsequent revision every eight years thereafter.

SB 575 clarifies that all local governments within the regional jurisdiction of the San Diego Association of Governments must adopt the fifth revision of the housing element no later than 18 months after adoption of the first RTP update after September 30, 2010. To our knowledge, the first RTP update in the SANDAG region after September 30, 2010, will occur no earlier than July 2011, making the fifth revision of the housing element due no later than approximately January 2013.

For the fifth revision, a local government within the jurisdiction of the San Diego Association of Governments that has not adopted a housing element for the fourth revision by January 1, 2009 (Carlsbad falls into this category), shall revise its housing element not less than every four years, unless the local government does both of the following: (a) adopts a housing element for the fourth revision no later than March 31, 2010, which is in substantial compliance with this article (done); and, (b) completes any rezoning contained in the housing element program for the fourth revision by June 30, 2010. If Carlsbad is also in compliance with part (b), the fifth housing element revision would be for a full eight-year cycle.

Given that the next housing element update is likely not due until January 2013, D&B proposes that the City aim to complete this Housing Element Update in tandem with the rest of the General Plan Update, with the EIR on the General Plan serving as the environmental review document for the Housing Element as well. Even assuming up to four months of hearings between completion of the Final EIR, certification, and the adoption of the Housing Element, this process should still occur within 120 days of the statutory due date. If necessary, hearings on the Housing Element could be “fast-tracked” ahead of other documents in order to ensure timely adoption.

City Staff Role: City staff will be responsible for providing information on accomplishments, current and approved development housing projects, and available City housing funding resources.

A. Technical Background and Needs Assessment (D&B). The assessment sub-task comprises a technical update of background information/housing needs assessment, constraints analysis, and accomplishments review; review of SANDAG's estimates of the city's potential share of regional housing need; and identification of opportunity sites for affordable housing and assessment of overall residential buildout.

- **Needs Assessment.** The current 2005-2010 Carlsbad Housing Element contains 1990 and 2000 Census data describing the city's population and housing stock in general. Other sources, such as 2005 Department of Finance data for household demographics and 2007 California Association of Realtors data for housing market information were also used. The Housing Needs Assessment Chapter of the Housing Element will be updated with the most the current data available. The 2010 Census is the first census to eliminate the long-form questionnaire. The basic, 10-question short-form data will be available in December 2010. In lieu of long-form data, more detailed information will be gathered exclusively through the Census Bureau's American Community Survey. For sizable cities such as Carlsbad, yearly statistical estimates will be available.
- **Constraints Analysis.** A number of factors may constrain the development of housing, particularly housing affordable to lower income households. These factors can generally be divided into "governmental constraints," those that are controlled by federal, state, or local governments, and "nongovernmental constraints," factors that are not generally created by or cannot be affected by the government. Examples of potential governmental constraints include development impact fees and provisions of the zoning code. Potential nongovernmental constraints include national economic trends and direct construction materials costs. The constraints analysis will thus provide detailed information about the current costs associated with the provision of affordable housing, from both developer and city government perspectives, as well as the anticipated future costs after accounting for changes in state and local law, land availability, and other economic factors.
- **Accomplishments Review.** The current Housing Element will be reviewed for accomplishments since 2005. The review will assist in developing new programs and policies. This latter effort will be a City staff responsibility, using an evaluation matrix prepared by D&B.
- **Legislative Update.** New State laws enacted since 2005 will be critically evaluated, and a comprehensive review of the City's policies and regulations undertaken to ensure that no illegal constraints on housing are listed in City code. The new legislation covers issues such as ensuring adequate housing for extremely low-income households, by right allowance of second-units, identifying a zone or zones for emergency shelters and increased attention toward housing for persons with disabilities. Notably, SB 375 (2008) and its Sustainable Communities Strategy (SCS) coordinates land use and transportation planning to reduce greenhouse gases. One of the key provisions sought by the League of California Cities was to require that planning for housing be consistent with land use planning for greenhouse gas reduction. However, for San Diego County jurisdictions, SB

375 requirements do not go into effect until the next housing element cycle (6th RHNA revision).

- ***Housing Stakeholder Workshop/Forum.*** State housing law requires that communities specifically reach out to groups most affected by housing supply and cost, such as the disabled, elderly, large households, and homeless. D&B will hold a stakeholder workshop/forum to gather input from housing stakeholders/providers/organizations. City staff will identify, contact, and organize these groups. D&B will present the background of Housing Element law and Carlsbad's known issues. If necessary, City staff will host additional outreach meetings with other affected populations and provide detailed notes to D&B for use in developing the Element.

B. Housing Sites and RHNA (D&B). The process for the new Housing Element will need to interrelate with SANDAG's schedule for assessing and assigning residential development targets as a part of the new RHNA. The Housing Element and Land Use Element updates must be coordinated to accommodate this new RHNA. The implications, if any, of Proposition E will be explored. D&B will coordinate with the General Plan update program to ensure appropriate residential land use designations and intensities are available to "facilitate and encourage a variety of housing types" that address the needs of all segments of the community, pursuant to State law. Opportunity sites and growth areas will be discussed and explored.

C. Element Preparation (D&B). The new Housing Element will use a format that is consistent with the overall General Plan. As the Preferred Plan for the General Plan will be finalized in June 2011, the Housing Element preparation process can kick-off at this time, in order to coordinate land use planning with housing sites analysis. Work on the housing sites, constraints, accomplishments, and programs chapters will follow and be completed by late 2011 or early 2012.

Housing needs data can be collected and the chapters that cover housing needs, in general, and special needs, in particular, could be initiated as soon as authorized, in summer 2010. However, given the recent adoption of the current Element and the fact that more current demographic data from the Census Bureau will not be available until early 2011, it makes sense to wait to start work on these two chapters.

D&B will assess the City's current housing programs in light of the Vision, and the emerging Preferred Plan and General Plan key goals. City staff will provide information on whether existing programs have already been completed, which ones are working well and should be carried forward, and which ones need to be refined, redefined, or dropped. As a result of these analyses, new housing programs needed to meet the housing needs for the City will be identified. Any new housing program must be consistent with the community Vision established in the General Plan update process. However, given the recent nature of the current Element, many of the same programs will likely be retained. For each housing program proposed for the updated Housing Element, D&B will define and quantify its objectives (number of units to be produced in a specified timeframe by income group).

D&B will ensure new housing goals and policies reflect the community Vision and that internal consistency is achieved among the General Plan elements.

An Administrative Draft will be prepared and then revised based on a consolidated set of City staff comments. The Draft Element will then be presented to the Planning Commission for review and comments prior HCD review.

- ***Community Outreach.*** Development of a Housing Element that responds to community needs and receives community acceptance requires significant public input. In addition to opportunities to explore housing issues at other forums held in conjunction with the General Plan, one community workshop focused on housing will be held; this could be in form of a “housing summit”. Additionally questions pertaining to housing can be included as part of the survey on the alternatives.
- ***Administrative Draft Housing Element.*** Based on the assessment of housing needs, constraints, and opportunities, as well as past accomplishments, the current Housing Element will be comprehensively revised to:
 - Inventory housing resources and constraints, including analysis of population and household characteristics and needs, land availability, governmental and non-governmental constraints, special housing needs, energy conservation opportunities, and existing subsidized housing at risk of converting to market-rate housing;
 - Demonstrate site development capacity equivalent to, or exceeding, the projected housing need in the RHNA;
 - Make available sites at adequate densities and development standards to facilitate and encourage a variety of housing types for all socioeconomic segments of the community, including those with special needs;
 - Improve and preserve the city’s existing affordable housing stock;
 - Facilitate and encourage the provision of new affordable housing to meet the needs of low and moderate income households;
 - Work to maintain the small town residential feel of existing neighborhoods;
 - Review the previous element’s goals, objectives, policies, and programs; compare the previous element’s projections against actual achievement; and describe how the goals, objectives, policies, and programs in the updated element have been changed to incorporate lessons learned;
 - Describe how the City made a diligent effort to achieve public participation from all economic segments of the community in the development of the Housing Element;
 - Estimate the funds expected to accrue to the Redevelopment Agency’s Low- and Moderate-Income Housing Fund during the planning period, and describe the planned uses for those funds;
 - Create a five-year schedule of actions to achieve the goals and objectives of the Housing Element;
 - Quantify the objectives by income level for the construction, rehabilitation, and conservation of affordable housing;
 - Ensure policies and programs actively mitigate constraints to the development, improvement, and preservation of housing and promote equal housing opportunity.

The document will include maps showing the location of sites identified to meet the City's housing allocation. The sites maps will be created using GIS data already possessed by D&B from the General Plan update project.

- ***Draft Housing Element.*** The Administrative Draft will be submitted to City staff and then revised based on a consolidated set of staff comments.
- ***EC3 Meeting (1).*** Certain Housing Element discussions should be brought before the EC3 and/or decision-makers. Meetings will discuss the following topics: introduction to Housing Element law and requirements; review of housing needs; review of housing constraints; relationship between RHNA and sites inventory; housing goals and policies; and review of the draft Housing Element. The EC3 and the community should also be afforded the opportunity to discuss topics that may be controversial such as affordable housing policies and opportunity areas for affordable and higher density housing.
- ***Commission/City Council Review (3).*** The Draft Element will then be presented to the Housing and Planning commissions and the City Council for review and comment prior HCD review.
- ***HCD Review Draft.*** Following the Housing/Planning Commission and City Council review, the HCD Review Draft will be prepared.

D. HCD Review. The Draft Housing Element shall be submitted to HCD for review, with the goal of gaining certification on the first iteration, but understanding that this is uncommon. Consequently, this task could include two rounds of HCD review (60 days apiece). If required, a second HCD Review Draft, with revisions in underline/strikeout format will be prepared. D&B will be responsible for further revisions to the Element to address HCD comments. All revisions will be prepared in underline/strikeout format. The budget assumes one round of revisions and resubmission to HCD.

E. Hearing Draft Housing Element. Following HCD review, the Hearing Draft of the Housing Element will be prepared. Hearings on the Housing Element will be combined with hearings of the other public review documents.

Meetings: *Housing Stakeholders Workshop (1)*

Community Workshops (1)

EC3 Meeting (1)

Housing Commission (1)

Planning Commission (1)

City Council (1)

Product: *Administrative Draft Housing Element*

HCD Review Draft Housing Element

Hearing Draft Housing Element

TASK 6: DRAFT LOCAL COASTAL PROGRAM

The objective of this task is to prepare an updated Local Coastal Program (LCP). The Preferred Plan, vision, and goals for the coastal zone will be developed in concert with those of the entire city, and background data on the coastal zone will be collected simultaneously and fully integrated with the rest of the data forming the foundation of the General Plan. The LCP land use plan may be prepared as a separate document or may be incorporated into the General Plan as a separate element. The Zoning Ordinance update, described in Task 7, will serve as the update to the LCP implementing ordinance. The LCP update will reduce redundancy, clearly delineate the coastal zone and implementing responsibilities, and provide a centralized navigational source for applicable policies and implementation actions. Our approach is flexible and will be refined after consultation with City and Coastal Commission staff. The goals of the updated LCP will be to:

- *Maintain consistency with Coastal Act requirements;*
- *Connect Coastal Act requirements to the Vision core values;*
- *Streamline the LCP by consolidating all LCP segments into a single program;*
- *Maintain consistency with Habitat Management Plan requirements;*
- *Clearly delineate roles and responsibilities of different agencies;*
- *Clearly define categorical exclusions from coastal development permit requirements; and*
- *Help the City to obtain coastal development permit authority for areas of deferred certification (such as the Agua Hedionda Lagoon LCP Segment).*

Staff Role: City staff will review memorandums and draft products, coordinate with Coastal Commission staff (with consultant participation as needed), and attend Coastal Commission hearings.

A. Framing the LCP Update (D&B).

- ***Detailed Structure and Organizational Options.*** The integration structure memo (from Task 3) will be reviewed and expanded if necessary to detail out the LCP update requirements and organizational options.
- ***Coastal Commission Consultation.*** D&B and City staff will meet with Coastal Commission staff for consultation on the City's proposed approach to the LCP update—both the LCP Land Use Plan and the Implementation Plan—and to identify issues they may have about the update process and proposed format for LCP amendments. While consultants will attend one in-person consultation, City Staff will coordinate with the Coastal Commission to ensure ongoing involvement in the development of the LCP, and consultants will maintain contact with Coastal Commission staff through email and conference calls as necessary.
- ***LCP Annotated Outline.*** Based on City and Coastal Commission staff comments on the issues and options memo, D&B will prepare an annotated outline of the LCP update, addressing both the LCP Land Use Plan and Implementation Plan. We will review the draft outline with staff and revise, based on comments received.

- B. TAC Meeting.** The TAC will meet to review the Annotated Outline and provide feedback.
- C. LCP Land Use Plan Amendments (D&B).** D&B will prepare a draft LCP Land Use Plan Amendments based on the Preferred Plan, framework concepts, and key goals established in Task 3, and working drafts of General Plan elements. Policies will be written to implement the Coastal Act in a manner consistent with the Vision core values, and provide the foundation for implementation plan (which will be incorporated as part of the Zoning Ordinance). Graphics will clearly delineate the Coastal Zone and the Coastal Appealable Zone and the City's land use designations within these zones. We will review the draft LCP Land Use Plan Amendments with City staff and revise based on City staff comments.
- D. LCP Implementation Plan (D&B).** D&B will prepare a draft LCP Implementation Plan as part of the Zoning Ordinance update described in Task 7. This scope of work assumes that while Chapters 15.12, 15.16, and 18.48 of the Municipal Code are also part of the LCP Implementation Plan, they do not need to be comprehensively updated. City staff will ensure consistency between the new LCP Implementation Plan and these chapters. We will review the draft LCP Implementation Plan with City staff and revise, based on City staff comments.
- E. EC3 Review (D&B).** The EC3 will review the proposed LCP at one or two meetings.
- F. Final Plan and Certification (D&B).**
- G. Public Review Process Preparation.** D&B will assist City staff to prepare for the public review process, including summary materials on the Draft LCP for use in staff reports; public workshops and hearings; and briefings for key interest groups. *It is assumed the LCP will be included in the Planning Commission and City Council hearing process for the General Plan and Zoning Ordinance. Planning Commission and City Council hearings on the LCP will be held and attended concurrent with those for the General Plan and Zoning Ordinance Update.*
- **Coastal Commission Submission.** Based on City Council action and final text changes provided by City staff, we will prepare the final LCP for submission to the California Coastal Commission for certification.
 - **Coastal Commission Hearings.** See Task 10.

Meetings: *LCP update consultation with Coastal Commission staff*

TAC Meeting (1)

EC3 Meeting (1)

Planning Commission Hearing(1, concurrent with General Plan)

City Council Hearing(1, concurrent with General Plan)

Products: *Memo on Structure and Organizational Options*

Annotated Outline

LCP Land Use Plan Amendments

LCP Implementation Plan

LCP Maps (Land Use and Zoning)

Final Local Coastal Program for submission to the Coastal Commission

TASK 7: MASTER, SPECIFIC, AND OTHER AREA PLANS UPDATE

The objective of this task is to ensure the consistency of existing master, specific and other area plans with the updated General Plan and LCP. In this task, existing master, specific and other area plans will be evaluated for consistency with the updated General Plan (and the LCP). Based on this evaluation, the plans will either be amended or consolidated into the General Plan/LCP/Zoning Ordinance. The evaluation will need to occur in parallel with the preparation of the General Plan and other documents, so any needed information can be folded into them.

Staff Role: This task will be primarily a staff driven effort, with consultant support on mapping and document design.

A. Screening and Disposition. All of the master, specific, and area plans will be evaluated for consistency with the Draft General Plan. As a first step, plans will be reviewed to ascertain:

- Whether policies have been implemented, and a master, specific, or area plan is no longer needed.
- If some specific policies or regulations are needed, if these should be maintained in a separate plan or folded into the General Plan or the Zoning Ordinance.
- A preliminary list of plans that will be evaluated includes:

<i>Master Plans</i>	<i>Specific Plans</i>
La Costa Master Plan	Encinas Specific Plan
Rancho Carrillo	Paseo Del Norte (COC)
Bressi Ranch	Occidental Land Co.
La Costa Resort & Spa Master Plan	Carlsbad Land Investors
Villages of La Costa	College Business Park
Robertson Ranch	La Costa Downs
Aviara	Carlsbad Airport Business Park
Hosp Grove Master Plan	Zone 20 Specific Plan
Larwin (Tiburon)	Carlsbad Ranch Specific Plan
Calavera Hills	Levante Street
El Camino Portals	Poinsettia Properties
Carlsbad Palisades	Carlsbad Oaks North
Pacesetter Homes	Carlsbad Research Center
Batiquitos Lagoon Education Park I	Carlsbad Airport Center
Green Valley	Mabee, John
La Costa Annexation	Sea Gate Associates
Rancho Del Ponderosa	Dos Colinas
Arroyo La Costa	Car Country
Poinsettia Shores	Local Facilities Management Plans

B. TAC Meeting. The TAC will meet to discuss any issues regarding use of the master/specific/area plans by other departments.

- C. Stakeholder Meetings.** Stakeholders who use the existing master, specific, and other area plans will be invited to give their input at a stakeholder meeting.
- D. Consistency Evaluation and Update.** For plans that will be maintained as stand-alone documents, all policies will be reviewed for General Plan consistency, redundancy, and obsolescence. Appropriate policies, proposals, and maps and diagrams will be updated.
- E. EC3 Meeting.** A summary of proposed changes to the master, specific, and other area plans will be presented to the EC3, and their feedback solicited.
- F. Hearing Draft Master, Specific, and Area Plan Updates.** Hearing drafts of these documents will be prepared. Because these documents are being updated simply for consistency with the General Plan, no decision-maker review preceding the hearing drafts is anticipated. Note that the EIR on the General Plan and other documents would form the environmental review document for these plan updates.

*Meetings: TAC Meeting (1)
Stakeholder Meetings
EC3 Meeting (1)*

Products: Updated Draft Master, Specific, and Area Plans

TASK 8: DRAFT ZONING ORDINANCE UPDATE

The purpose of this task will be to prepare a new Zoning Ordinance to implement the updated General Plan, as well as prepare an easy to use and administer, modern, graphic enriched document. With this in mind, our approach to a comprehensive update of the Carlsbad Zoning Ordinance is to break down the project into major phases:

- **Phase I – Diagnosis and Technical Analysis.** Background studies, including technical review, stakeholder interviews, and summary of issues to be addressed to implement the new General Plan and respond to specific zoning issues of concern to City staff and stakeholders.
- **Phase II – Choices for New Zoning.** Analysis of issues and options, and preparation of an outline reflecting the framework for zoning that will implement the new General Plan. This analysis will include ways of integrating the LCP Implementation Plan into the Zoning Ordinance, as well as evaluation of the appropriateness for Carlsbad of different kinds of ordinance, such as a form-based code.
- **Phase III – Products.** This phase includes drafting preliminary regulations to implement the General Plan and other city policies, building on the approved outline and technical revisions identified by City staff. Workshops on specific sections (“modules”) of preliminary regulations will be scheduled with the Planning Commission to provide feedback to the consultant team. Then a public review draft will be prepared for hearings and adoption.
- **Phase IV – Hearings and Adopted Ordinance.** This phase includes preparation of presentation materials for hearings, as well as the adopted Ordinance.

By moving from agreements on general approaches to the outline of specific regulations and then agreements on modules, our work program involves City staff and the community in the update process and generates a sense of ownership and commitment to the new regulations. Although our work program is designed to address problems that may exist throughout the entire body of current zoning regulations, the primary emphasis will be the preparation of a new code to implement the new General Plan and to meet the requirements of State law.

One workshop with EC3, and four workshops with the Planning Commission will be held to review issues and options, “modules” of preliminary regulations, and key initiatives. Hearings for the Zoning Ordinance will be combined with those of the General Plan and the LCP.

Staff Role: Staff will participate actively in this process, providing a list of zoning issues to the consultant, leading a tour focused on zoning issues, reviewing outlines, and the modules as they are prepared.

A. Background Research; Stakeholders Interviews.

- **General Plan Policy Matrix.** Prepare a summary matrix of General Plan policies and programs related to zoning and identify how they will be implemented: by use regulations, development and design standards or guidelines, development review or development incentives. Include a column in the matrix to allow for comments by and questions to staff.
- **Technical Review.** Conduct a technical review of existing zoning regulations and other applicable regulations such as the Airport Land Use Compatibility Plan. Review district requirements, supplementary provisions, site development standards, parking and loading requirements, sign regulations, administrative procedures for specific zoning approvals and for administration of the ordinance (e.g. noticing, hearing, and appeal provisions; project review and permit requirements; permit extension and amendment provisions; enforcement and abatement; and zoning text and map amendments). Identify conflicts with the General Plan and applicable requirements of State and federal law.
- **District Review.** Review the existing Zoning Map, the General Plan Land Use Diagram, and other adopted policies and guidelines; discuss with staff the purpose of different Plan designations and zoning districts, potential conflicts, and the City's approach to identifying properties that may require rezoning. Develop districts that are intuitive, relate to, and are consistent with General Plan land use designations.
- **Zoning Issues (City staff).** Prepare a list of technical zoning issues and a summary of the types of variances granted and standard conditions imposed on various types of projects for the past two to three years, based on a sample of applications reflecting conditions in the city. City staff also will identify Coastal Zone regulatory issues (e.g. standards, public access requirements, permitting problems). If certain types of variances are routinely granted, it may be appropriate to re-write the applicable standard or zoning requirement to avoid reliance on this procedure. This issues review will capitalize on previous strategic review processes, stakeholder consultation, and reports generated by City staff.

- ***Representative Projects (City staff).*** Assemble a representative set of project plans showing the specific character of prior or expected development in the city for use in reviewing how specific standards and design guidelines are applied or might need to be modified to meet development objectives.
- ***Stakeholder Interview Guide.*** Design a stakeholder interview guide that includes pertinent questions regarding zoning and parking regulations, development standards, project review requirements, Coastal Zone issues, potential inconsistencies between zoning and General Plan policies and regulations, enforcement issues, ease of implementation, monitoring, public access, user friendliness and other pertinent issues relative to the Zoning Ordinance, for use in conducting stakeholder interviews.
- ***Stakeholder Interviews, City Tour, and Kickoff Meeting.*** Prepare for and participate in one or two days of stakeholder interviews, City staff, and city tour to be scheduled with a Kickoff Meeting (one trip). City staff will be responsible for identifying and coordinating interviews and meetings with stakeholders. Issues identified by stakeholders will be classified and sorted to identify common themes. The city tour will focus on development projects that illustrate zoning issues. We will compile photos of typical buildings and street frontages for use in analyzing need for new standards or changes to existing standards.
- ***Zoning Issues Memo.*** Prepare a technical memorandum summarizing zoning issues raised in interviews and other meetings, discussions with City staff, policy analysis, and consultant's review of the existing code. The memorandum will organize issues by topic, including: districting; use regulations; development standards; and zoning administration and propose options for dealing with these issues in the updated ordinance.
- ***Zoning Issues Memo Review.*** Review the memorandum with City staff in a conference call and eliminate regulatory proposals and other options that have little chance of acceptance or would be extremely difficult to administer. The revised list will provide the basis for the Issues and Options memorandum that will be prepared for review by the EC3 in Subtask B.
- ***Zoning Ordinance Update Newsletter.*** Prepare content for a Zoning Ordinance Update Newsletter, and produce in conjunction with city communications staff. This newsletter will include a project description, schedule, opportunities for public involvement, and contact information. It is assumed the City will be responsible for printing and mailing.

B. Issues and Options; Preliminary Outline.

- ***Issues and Options Memo.*** Based on technical review of the City's zoning regulations, City staff comments, and stakeholders interview, prepare a short Issues and Options memorandum that distills the key choices and presents the "big ideas" for consideration by City staff, the Technical Advisory Committee and EC3—a new framework for zoning controls for Carlsbad, including how to address LCP implementation requirements. An administrative draft will be prepared for City staff review and then revised based on staff comments.

- ***Issues and Options Workshop with EC3 and Planning Commission.*** Prepare a PowerPoint presentation for a joint EC3/Planning Commission workshop, including a list of specific zoning issues in Carlsbad (e.g. diagrams of typical standards) and examples of how peer communities may have resolved similar issues.
- ***Zoning Ordinance Annotated Outline.*** Based on City staff and EC3 comments on issues and options, prepare an annotated outline of the zoning regulations with a “plain English” commentary. The outline will lay out the basic structure of the Zoning Ordinance update and will be in sufficient detail to indicate what changes will need to be made to current regulations, including:
 - Number, types, and purposes of base zoning districts;
 - Overlay and special districts, and provisions for planned development;
 - Applicability of form-based approaches;
 - General purpose sections of the new ordinance, including definitions, provisions for “use classifications,” supplemental standards for certain specific uses applicable in some or all districts, administration, and enforcement;
 - The overall organization and numbering system, and procedures for amendments; and
 - Graphic illustrations of selected standards and guidelines and review procedures (by title only).
- ***Annotated Outline Review.*** Review draft Outline with City staff; revise, based on comments received. Once agreement is reached, re-organize the existing ordinance using a digital file provided by the city to follow the chapter sequence for the new ordinance and include comments on revisions needed. Include “placeholders” for new regulations.

C. Administrative Procedures.

- ***Evaluate Administrative Provisions.*** Evaluate existing administrative provisions for all zoning decisions and identify opportunities for streamlining. Processes evaluated will include: Use Permits, Coastal Development Permits, Variances, Site Development Plans, Planned Development, interpretations, zoning text and map amendments; General Plan amendments; appeals, and revocations of discretionary permits. Procedures for citizen participation in the development review process also will be evaluated. Coastal Zone and Coastal Development Permit procedures will be drafted “stand-alone” in order to facilitate Coastal Commission review.
- ***Update Definitions.*** Update definitions, including appropriate illustrations, and rules for measuring floor area ratios, and sign area and determining setbacks and encroachments, as needed (definitions and rules for measuring building heights were recently updated). Group like terms under headings to facilitate understanding of differences among terms (e.g. lot types, lot lines, residential housing types, and street types). Prepare a summary list of terms and cross-references for readers, similar to an index.

- ***Prepare Module #1: Zoning Administration.*** Prepare Module #1, Zoning Administration, including proposed amendments to administrative provisions, definitions and rules of measurement; review with City staff and revise, based on City staff comments. Prepare a PowerPoint presentation and conduct a Planning Commission workshop on this module.

D. Use Regulations.

- ***Review Current Use Classifications.*** Evaluate merits of a “use classifications” system to streamline zoning district use regulations. Prepare preliminary use classifications for City staff review.
- ***Evaluate Current Use Regulations.*** Evaluate current use regulations and identify changes needed in permitted uses and conditional uses to implement the General Plan; respond to staff and stakeholder concerns and the technical review, including such issues as:
 - Neighborhood-scale and land use compatibility;
 - Limitations on auto-oriented development;
 - “Protected” uses including wireless telecommunications, religious uses, and residential facilities protected by federal and State law;
 - “Flex space” for employment areas;
 - Unique uses such as recreational services, personal services, etc.;
 - Delineation of different kinds of open space or conservation areas;
 - Coastal-related and Coastal-dependent uses; and
 - Mixed-use development.
- ***Evaluate Current Specific Use Standards.*** Evaluate current standards for specific uses, including City staff concerns about “problem” uses and provisions that are inconsistent with State and federal law. Recently updated ordinances (such as Adult Businesses and the Nonconforming Buildings and Uses) will be reviewed and incorporated into the update. Prepare a summary matrix of proposed use regulations for all districts for staff review, including limitations and standards for special uses as well as incentives for uses at infill locations. Limitations include supplemental standards and limitations related to maximum size and intensity of use, location, hours of operation, setbacks and screening, parking and loading locations, refuse collection, vehicular and solar access, screening of mechanical equipment and outdoor storage, any special standards for noise and odors not addressed by performance standards and accessory uses on residential properties including recreational vehicle parking and storage, and home occupations. As part of this sub-task, the Consultant may draft revisions to correct inconsistencies with State or federal law. Some uses that may require particular consideration may include:
 - Alcohol outlets;
 - Auto dealerships and related “auto row” businesses;
 - Wireless communication facilities;

- Big box retail space;
 - Childcare centers;
 - Convenience stores;
 - Fast food outlets;
 - Houses of worship;
 - Private schools;
 - Recreational uses and services; and
 - Recycling operations.
- ***Prepare Module 2: Use Regulations.*** Prepare Module #2: Use Regulations, including a correspondence table comparing existing uses with proposed use classifications; revise based on staff comments and prepare a PowerPoint presentation for a Planning Commission workshop.

E. Development/Design Standards.

- ***Analyze Current Standards.*** Analyze current development standards and identify new or revised standards and performance requirements such as:
 - Base and maximum densities and FARs;
 - Walls, screening, and fences;
 - Height and bulk of residential additions and accessory structures;
 - Height of non-residential development as well as build-to lines and envelopes, where appropriate;
 - Setback, streetscape and design standards;
 - Outdoor open space for multi-family development;
 - Buffers, walls, screening and fences, outdoor facilities and storage;
 - Pedestrian circulation, particularly in new commercial centers;
 - Public access in the Coastal Zone;
 - Transitional requirements adjacent to residential districts and public uses (i.e. maintaining residential compatibility); and
 - Parking.
- ***Compile Photos.*** Compile additional photos of typical buildings and street frontages for use in analyzing need for new standards or changes to existing standards. Review site plans of representative projects.

- ***Prepare Revised Standards.*** Prepare revised standards related to uses such as parking lots, including parking lot landscaping and dimensional requirements, and supplemental regulations for accessory structures, green buildings, landscaping and buffer-yards, temporary uses, wireless communication facilities, signs (the substance of existing provisions will be retained with amendments limited to those necessary to comply with the most current legal decisions by the U.S. Supreme Court and U.S. District Courts of Appeal and reorganization so the format is consistent with other chapters), and other uses not previously addressed.
- ***Review and Update Housing Regulations.*** In close coordination with the Housing Element update preparation, review housing-related policies and programs, including density bonuses, affordable housing programs, and provisions for second units, emergency shelters, community care facilities, and other special-needs housing types. Consistent with the new Housing Element, update zoning provisions as needed to implement adopted housing policies and to ensure compliance with State law.
- ***Prepare Module #3: Development/Design Standards.*** Prepare Module #3: Development/Design Standards, including a summary matrix of proposed standards with illustrations of new concepts; revise based on staff comments and prepare a PowerPoint presentation and conduct Planning Commission workshop on this module.

F. Draft Ordinance.

- ***Administrative Draft.*** Review Planning Commission comments on draft modules and prepare an Administrative Draft Zoning Ordinance for City staff review. A one- or two-day work-session with City staff on the administrative draft will be scheduled to review outstanding issues.
- ***TAC Meeting.*** The TAC will meet to discuss their review of the Administrative Draft of the Zoning Ordinance.
- ***Public Review Draft.*** Based on a consolidated set of comments from City staff, prepare the Public Review Draft Zoning Ordinance.

G. Draft Zoning Map.

- ***Administrative Draft Map.*** Prepare a map in GIS showing new districts (base and overlay), using the City's existing zoning GIS layers and the new General Plan land use designations as a starting point.
- ***Public Review Draft Map.*** Following City staff review, prepare revised map for public review (release along with Public Review Draft Ordinance).

H. Public Review.

- ***Public Review Process Preparation.*** Assist City staff in preparing for the public review process; summary materials on the Draft Ordinance for use in City staff reports; public workshops and hearings materials; and briefings for key interest groups. A “comment form” could be used to focus comments on specific sections of the text and allow comments to be consolidated and responses prepared efficiently.

- **Response to Comments and Addenda.** Assist City staff in establishing an approach to responding to comments received on the Public Review Draft Zoning Ordinance. Distinctions might be made between comments that address: 1) General Plan policies that already have been established; 2) regulatory policies that would be considered by the City Council; 3) regulatory provisions required to respond to State or federal law; and 4) concerns that are beyond the scope of the Zoning Ordinance.

We will work with City staff to review the comments received, and to decide on an approach to preparing any necessary addenda to the Draft for consideration by the City Council.

- **Adoption Hearings.** Adoption hearings are included in Task 10.

Meetings: *Kickoff staff meeting*

City tour

Stakeholder interviews

EC3/Planning Commission Workshop on Issues and Options

City staff teleconference to review EC3 concerns and Annotated Outline

Planning Commission workshop on Module #1

Planning Commission workshop on Module #2

Planning Commission workshop on Module #3

TAC meeting on Administrative Draft Zoning Ordinance

Products: *Matrix of General Plan policies related to zoning*

Summary of issues from stakeholder interviews

Technical memorandum on zoning issues and options

Annotated Outline of Zoning Ordinance

Module #1: Zoning Administration—Administrative Draft and Final Version

Module #2: Use Regulations—Administrative Draft and Final Version

Module #3: Development/Design Standards—Administrative Draft and Final Version

Draft Zoning Ordinance and Map—Administrative Draft and Public Review Draft

TASK 9: ENVIRONMENTAL REVIEW

The objective of this task is to prepare a comprehensive Program Environmental Impact Report (EIR). The EIR will fulfill CEQA requirements for environmental review of the updated General Plan, LCP, Housing Element, Zoning Ordinance, and Master, Specific and Area Plan updates. All of these together would be referred to as “the proposed Project.” Impact assessment will be conducted parallel to Plan preparation so that identified mitigation can be built into the General Plan and other documents, resulting in a “self mitigating” plan. The environmental assessment will utilize the most current guidelines for CEQA and for each issue area, including global warming and greenhouse gases/climate change. The EIR will be prepared to take full advantage of CEQA streamlining and tiering opportunities for future projects, whether in accordance with provisions of SB 375 (PRC 2115), or other tiering and exemption provisions in CEQA. One EC3 meeting may be held to review new policies needed as a result of environmental analysis and mitigation needs.

Staff Role: Staff will be responsible for reviewing all products, circulating the Notice of Preparation and the Draft EIR, being present at the Scoping Meeting (and conducting any additional scoping meetings if desired), reviewing outlines and proposed thresholds of significance, and reviewing draft documents and providing direction on mitigation measures.

A. Notice of Preparation and Scoping Process (D&B).

- ***NOP.***D&B will prepare a Notice of Preparation for the EIR on the Carlsbad General Plan, Housing Element, LCP, Zoning, and Master, Specific, and Area Plans Update. Because it has been determined that an EIR will be prepared, an initial checklist may not be prepared. City staff will be responsible for distributing the NOP to a comprehensive list of responsible and trustee agencies and the public, consistent with CEQA noticing requirements.
- ***Scoping Meeting.*** City staff will coordinate one public scoping meeting, including sending out meeting notices and reserving appropriate facilities, and contacting resource agency staff and inviting them to participate in the scoping meeting. D&B will facilitate the meeting and will take notes on comments made by those attending. A summary record of comments will be created using these notes for reference. Please note, that in taking public and agency comments on the scope of the EIR, comments regarding economic or social changes are generally not applicable. According to CEQA, “economic or social change by itself shall not be considered a significant effect on the environment. A social or economic change related to a physical change *may* be considered in determining whether *the physical change* is significant.” (CEQA Guidelines Section 15382, emphasis added).
- ***Memo on NOP and Scoping Comments.*** D&B will review the summary of public comments and prepare a technical memo with recommendations on how to address these comments in the EIR, subject to consultation with the City. One memo will be prepared to cover both written comments and public scoping meeting verbal comments.

B. EIR Approach and Organization (D&B, Dudek, F&P). In cooperation with sub-consultants, D&B will prepare a memo for City staff that will:

- Provide an outline of the EIR document;
- Identify required impact categories to be included in the EIR;
- Recommend significance thresholds criteria; and
- Recommend method of analysis for each impact category.

City staff will provide one consolidated set of comments to inform these components of the EIR before analytical work gets underway.

C. Proposed Project and Alternatives Definitions (D&B). D&B will work with Staff to define the major elements of the proposed Project and select a reasonable range of alternatives to the proposed Project to be evaluated in the EIR. The City will likely consider the proposed Project, the No Project Alternative, and two to three other project alternatives. The City, with D&B assistance, will make an initial determination as to which alternatives are feasible and merit in-depth consideration and which do not.

D. EIR Settings and Impact Analysis (D&B, Dudek, F&P). The consultant team will prepare the environmental settings (i.e., existing conditions) and impact analysis for each environmental issue area using the most up-to-date literature, maps, databases, and other resources as identified in Task 1. The setting information will provide the level of detail needed for a programmatic assessment. D&B will ensure consistency of all issue area sections using materials developed under Subtask B, as well as compliance with CEQA. The issue area sections are as follows:

- ***Aesthetics. (D&B).*** D&B will prepare an assessment of visual resource and aesthetic impacts of the proposed Project. The assessment will include: description of the regional visual character and area-specific landscape viewshed units (which comprise the baseline conditions for assessing aesthetic impacts); an overview of applicable policies and guidelines regarding visual resources; an impact analysis that will focus on changes in key public views, scenic corridors, and overall visual character resulting from changes to the urban form; and recommendations and mitigation measures to lessen potential visual impacts. The visual resources assessment will follow standards of professional practice for aesthetic analysis.
- ***Air Quality (Dudek).*** The EIR will analyze impacts to local and regional air quality associated with population growth and associated growth in vehicular traffic and energy consumption due to residential and commercial development. Baseline (current) and future (2035) mobile, stationary, and area source emissions will be estimated and the net change will be compared to significance thresholds recommended by the San Diego Air Pollution Control District. It is anticipated that URBEMIS2007 land use and air emission model will be utilized with development levels and trip generation rates identified in the traffic analysis. Potential air quality impacts associated with construction will be evaluated qualitatively because those impacts tend to be site- and project-specific. The EIR analysis will include a discussion of the project's consistency with plans and strategies to meet ambient air quality standards for ozone and particulate matter, both of which are nonattainment pollutants in the San Diego Air Basin. To assess the potential for future development under the General Plan Update to result in local violations of ambient air quality standards, Dudek also will address carbon monoxide (CO) "hot spots" in a qualitative manner using background ambient air quality data and traffic data provided in the traffic analysis. It is anticipated that the development under the General Plan Update would result in a minor increase in traffic at impacted intersections and that the General Plan Update will likely result in denser growth patterns, more transit use, and include policies to reduce traffic congestion and associated CO hotspots.
- ***Biological Resources (Dudek).*** The results of the Open Space and Natural Environment working paper and element will be incorporated into the EIR to analyze biological resource impacts. This EIR section will include existing conditions, impact assessment, and mitigation measures. The impact assessment will include an analysis of consistency with all applicable regulatory documents, including but not limited to the HMP. Based on input from City staff, Dudek will identify potential impacts to these resources resulting from General Plan Update implementation and identify the policies and implementation measures that address those impacts. Types of impacts to be evaluated include but are not limited to habitat modification and fragmentation, wetlands impacts, impacts on species

migration patterns, and conflicts with existing plans or policies that protect biological resources.

- ***Energy, Greenhouse Gases, and Climate Change (Dudek).*** This section will include a description of GHGs, global climate change and its potential impacts, along with a description of the fundamental regulatory efforts that form the basis for both statewide and local GHG emission reduction goals and efforts. Much of this discussion will be available from the Sustainability paper. Dudek will present the estimated GHG emissions for baseline and full buildout (2035) scenarios. It is expected that these inventories will cover all of the sources recommended in the June 2008 technical guidance advisory from the Governor's Office of Planning and Research. The technical advisory recommended that CEQA documents include those emissions associated with motor vehicles, energy (e.g., natural gas consumption, electrical generation) and water supply at a minimum. The significance of the impacts will be assessed qualitatively (and quantitatively if thresholds are available for the region) in terms of the consistency or conflicts of the General Plan Update with the plans and strategies developed to achieve the goals of AB 32.
- ***Geology, Soils, and Seismicity (Dudek).*** Existing literature regarding geology and coastal bluffs will be summarized to address potential project-induced geologic impacts, including seismic hazards, liquefaction, and landslides. Bluff failure policies for the General Plan will be considered in the discussion. Project impacts on soil quality and erosion will also be evaluated.
- ***Hazardous Materials (Dudek).*** Dudek will provide an update to the hazardous materials discussion found in the current General Plan, using existing available data. Topics include hazardous materials spill prevention, and hazards risk assessment. Dudek will also compile a database and GIS map of the clean-up, investigation, and underground storage tank sites in the City, as listed on the Geotracker and Envirostor on-line databases. Dudek will prioritize the sites with a ranking of 1-4, based on the extent of the known or potential impact to environmental conditions (such as impacts to soil and groundwater) in the City, with a value of 4 representing the greatest relative impact and a value of 1 representing the lowest relative impact. The ranking will be based solely on information obtained from Geotracker and Envirostor and from Dudek's current knowledge of soil and groundwater contamination in the City based on past hazardous waste/materials studies within the City. This scope does not include agency file reviews for the sites that lack information in Geotracker and Envirostor. Dudek will prepare a brief report summarizing the database, and also a map. Dudek's analysis will respond to other hazardous materials concerns identified through the scoping process, which may include high pressure gas lines, high voltage electrical wires, etc. Toxic air contaminants would be assessed in the Air Quality section.
- ***Historical, Archaeological, and Paleontological Resources (Dudek).*** The results of two papers (Open Space and Natural Environment, and History, Arts and Cultural Resources) will be incorporated into the EIR to analyze historical, archaeological, and paleontological resource impacts. This EIR section will include existing conditions, impact assessment, and mitigation measures. Based on input from City staff, Dudek will identify potential impacts to these resources resulting from General Plan Update implementation and identify the policies and implementation measures that address those impacts.

- ***Hydrology and Flooding (Dudek).*** The EIR will address potential impacts to the City's drainage infrastructure as well as surface water quality impacts to sensitive downstream water bodies such as the Buena Vista, Batiquitos and Agua Hedionda lagoons, and the Pacific Ocean. Best Management Practices (BMPs) identified in the Resource Management Element that address the effects of development will be considered in the analysis. Any revisions to the City's Municipal Code, which establishes the minimum requirements for project construction standards and grading plans, will be described. Flooding effects will also be evaluated in the EIR, particularly in flood-prone areas near lagoons, and potential flooding impacts related to sea level rise.
- ***Land Use (D&B).*** Our analysis will address the recent and long-term trends in land use, housing, and population within Carlsbad and San Diego County. The focus of the land use analysis will be identifying whether proposed future land use patterns could physically divide an established community or displace substantial numbers of existing housing units or people (necessitating the construction of replacement housing elsewhere), as well as potential conflicts with established land use plans, policies, or regulations; and potential conflict with other applicable plans in adjacent cities. We will evaluate potential impacts of the proposed Project on housing needs for low- and moderate-income households and work to ensure that proposed policies adequately address those impacts. It is expected that, to the extent feasible, potential land use impacts will be mitigated by policies, programs, or objectives incorporated as a part of the proposed Project itself.
- ***Noise (Dudek).*** The noise analysis will include a discussion of traffic noise and compliance with the City's adopted Noise Ordinance for both short-term and long-term noise impacts. Impacts relating to noise from traffic, rail, airport, and stationary sources will be addressed. The airport noise analysis will be based on the recently-updated Airport Land Use Compatibility Plan, and will utilize contours contained therein. Current noise levels in the City from the above sources will be presented followed by a discussion of forecasted future noise levels anticipated with buildout of the General Plan Update and alternatives.
- ***Public Utilities and Infrastructure; Wastewater (Dudek).*** This section of the EIR will evaluate potential impacts to water, wastewater, solid waste service, and utilities. Fire safety and emergency response capacities will also be addressed. As part of the discussion, existing water supply and providers will be identified, followed by an analysis of water supply and demand based on anticipated buildout and population projection for the General Plan Update, especially focused on infill areas. The analysis will rely on the applicable Regional Urban Water Management Plan to evaluate water supplies and demands. Required new connections to the water distribution system will be identified.
- ***Transportation (F&P).*** F&P will prepare a transportation impact analysis to evaluate impacts of the final Preferred Plan on the surrounding transportation system. This effort will identify deficiencies associated with the General Plan for the roadway, transit, bicycle, pedestrian, aviation, rail, and goods movement components of the transportation system. The significance criteria developed under Subtask B will be applied to identify significant impacts to the transportation system. Feasible measures to mitigate project impacts will be identified, as appropriate.

E. Alternatives Analysis and CEQA-required Conclusions (D&B, Dudek, F&P). These sections of the Draft EIR will address specific findings required by CEQA, including:

- ***Alternatives Assessment and Environmentally Superior Alternative.*** Assessing the environmental effects of the alternatives defined in Subtask C, in comparison to the effects of the proposed Project for all identified impact categories. D&B will identify the environmentally superior alternative. D&B also will prepare an easy-to-use matrix displaying the impacts of each alternative to summarize the results of this analysis in the Alternatives chapter.
- ***Significant and Unavoidable Impacts.*** This section will describe those significant impacts that, despite feasible mitigation, cannot be reduced to a level of insignificance.
- ***Significant, Irreversible Environmental Changes.*** As required by CEQA Guidelines Section 15126, the EIR will present information on the extent to which the project would result in an irreversible commitment of environmental resources.
- ***Cumulative Impacts.*** Cumulative impacts refer to two or more individual impacts that, when considered together, are considerable or that compound or increase other environmental impacts. D&B will work with the City to develop the basis for the analysis of cumulative impacts for the proposed Project. The “List Approach” will consider all past, present, and probable future projects that could contribute to a significant cumulative environmental impact, including planned developments under consideration in the City, and other projects in the vicinity of the City. The “Projection Approach” will consider development projections described in the County’s General Plan as a basis for regional conditions contributing to the cumulative impact. We anticipate using a combination of the List Approach and the Projection Approach as appropriate for each impact area. Some kinds of impacts, such as traffic, noise, air quality, and greenhouse gases, are cumulative in nature and thus the analysis in each issue area section is likely to be a cumulative impact analysis. In these instances, the cumulative impact section would summarize those earlier analyses.
- ***Growth-Inducing Impacts.*** As required by State CEQA Guidelines Section 15126.2, the EIR will assess the ways in which the proposed Project could, either directly or indirectly, foster economic or population growth or the construction of additional housing. D&B will consider the proposed Project in terms of both the region’s long-range growth projections and nature of proposed future development within the urbanized setting. For example, D&B will examine the “balance” of jobs and housing that would result from implementation of the proposed Project (the relationship between the numbers, locations, and types of jobs and the locations, costs, and types of housing units). The focus of this analysis and potential mitigation measures will be on the proximity of jobs and housing and ensuring that, based on the income levels of likely workers, affordable housing can be provided nearby for these workers. The EIR will also consider the growth-inducing effects of any necessary expansion of public services and utilities in order to accommodate the proposed Project.
- ***Impacts Found Not to Be Significant.*** Areas of potential environmental impact where no significant impacts were identified will be summarized here. This will include a discussion of the reasons that various possible significant effects of the project were determined not to be significant and were therefore not discussed in detail in the EIR.

F. Administrative Draft EIR. The Administrative Draft EIR provides City Staff with its first complete review copy of the Draft EIR. Subtasks C through E above describe the major components of the Draft EIR—the project and alternatives definitions, the environmental settings and impact analyses, and the CEQA-required conclusions. Additional sections of the EIR that will be prepared as a part of the Administrative Draft submission include:

- ***Front Matter.*** The front matter will include the Cover, Title Page, EIR Preparers, Table of Contents, and Lists of Tables and Figures.
- ***Executive Summary.*** The executive summary of the EIR is required by CEQA. The executive summary will include abbreviated descriptions of the EIR purpose, methods and major assumptions, project description and alternatives descriptions, alternatives analysis major conclusions, including the Environmentally Superior Alternative, and any areas of known controversy. A comprehensive table of impact statements, conclusions, and mitigation measures will be provided at the end of the executive summary.
- ***Introduction, Organization, and Study Approach.*** This section will describe the purpose, scope, and organization of the EIR; provide background information on the NOP and public scoping process, participation, and describe any other consultation that occurs in the course of the preparation of the EIR (e.g. tribal consultation); and describe the overall approach, including timeframe, level of analysis, types of impacts, No Project vs. proposed Project comparison, alternatives development and analysis, cumulative impacts, relationship to other EIRs, and intended use of the EIR.
- ***Bibliography and Appendices.*** The Administrative Draft EIR will contain the following information, including but not limited to that which is required by CEQA Guidelines Section 15129: glossary, references cited by issue area, NOP and list of agencies and persons contacted, NOP and scoping comments received, and any technical appendices necessary (traffic studies, etc.). Dudek will be responsible for technical appendices for their environmental issue areas, and F&P for technical appendices for transportation.

D&B will submit Administrative Draft EIR for City staff review. Comments from the City will be provided as one consolidated set with discrepancies between staff comments resolved prior to transmittal to D&B. This task includes in-house CEQA compliance review.

G. TAC Meeting. The TAC will meet at least once, focused on significant impacts and mitigation measures identified.

H. Public Review Draft EIR/Notice of Completion. Following receipt of the City’s comments on the Administrative Draft EIR, D&B will work with City staff to determine the approach to final changes. D&B will then work with Dudek and F&P to prepare the Public Review Draft EIR, incorporating changes in response to the City’s comments. D&B will prepare and submit one copy of a “screen check” draft for fatal flaw review by City staff. Following one final set of changes, D&B will produce the Public Review Draft EIR.

D&B will provide the City with 20 hard copies and a CD of the Draft EIR. City staff will prepare and transmit the Notice of Completion to the State Clearinghouse. At this stage, D&B also recommends that the City extend the NOC notification to the same agencies and organizations that received the NOP.

I. Response to Comments and Final EIR (D&B, Dudek, F&P). This subtask will result in the preparation of a Final EIR, which will contain a list of commentators, comment letters, and responses to comments on the Draft EIR. Any changes to the Draft EIR text will be marked with strikeout/underline formatting to show revisions [however, the entire Draft EIR will not be republished]. Responses that are within the scope of work and budget consist of explanations, elaborations, or clarifications of the data contained in the Draft EIR, as well as minor corrections of background information. If substantive new analysis, issues, alternatives, or project changes need to be addressed, or if the effort exceeds the budgeted amount because of the number or complexity of responses, a contract amendment may be required. The Final EIR proposed changes in response to public comments, and their relevance to final revisions to the General Plan, will be presented to the Planning Commission for their review and input prior to completing the Final EIR for certification.

J. (Optional) Support for EIR for Certification and Project Adoption.

- ***Findings, Facts in Support of Findings, and Statement of Overriding Considerations.*** D&B can prepare findings and facts in support of findings for any significant impacts, and a statement of overriding considerations for any significant impacts found to be unavoidable (if applicable) as part of the EIR certification process. These documents assist in the certification of the Final EIR and approval of the proposed Project. The findings would be in compliance with Sections 21081 and 21081.5 of the California Public Resources Code.
- ***Notice of Determination.*** D&B can also prepare and file the Notice of Determination with the State Office of Planning and Research and the county clerk's office. The City would be responsible for paying any filing fees associated with the EIR, though D&B would provide the City with full information on the fees and would manage the filing process.

It should be noted that because all feasible mitigation will be folded into the General Plan as policy, a Mitigation Monitoring and Reporting Program is unlikely to be needed.

Meetings: *Scoping Meeting*

TAC Meeting

Planning Commission Meeting

Products: *Notice of Preparation*

Memo on Scoping Comments

Working Paper on EIR Approach and Organization

Draft EIR Project Description and Alternatives Descriptions

Issue Sections? (Would the city want to review these once before the Admin draft?)

Admin Draft EIR

Public Review Draft EIR

Response to Comments and Final EIR

TASK 10: HEARINGS AND ADOPTION

The objective of this task will be to take the Draft General Plan, LCP, Zoning Ordinance, Specific Plan and Master Plan amendments, and the EIR through public review and hearings. Given the large volume of documents that may need to go through the review and adoption process, decisions on streamlining and sequencing review (such as joint Planning Commission/City Council information sessions, or sequencing zoning adoption after policy documents have been completed) may need to be explored. Consultant is scoped to attend four of the six hearings indicated in this task.

- A. Prepare Newsletters 3 and 4 (City).** Newsletter #4 will be completed prior to the hearings, and will summarize the key features of the General Plan and other documents, and provide the hearings schedule. Newsletter #3 will be prepared mid-point between #4 and #2 (Preferred Plan), to report on progress with the various planning documents.
- B. Final EC3 Meeting.** This will be a short celebratory meeting, where hearing drafts of all of the documents will be available for EC3 review. This meeting could also be noticed as a Planning Commission meeting, so Commissioners have an opportunity to be briefed on the salient components of the various documents, as the process moves into hearings. A community open house (see sub-task below) will follow the meeting.
- C. Conduct Community Open House.** Following a short presentation (immediately following the EC3 meeting, in the same room) that provides an overview and hearing dates, a community “open house” will be held, where copies of all documents will be available for community review, and community members will be invited to ask questions and offer comments at stations.
- D. Adoption Hearings.** Planning Commission and City Council must consider adoption of the new General Plan, Zoning Ordinance, LCP, master, specific, and area plan updates, and certification of the Final EIR, in public hearings, following the public review period. Presentation materials for the hearings will be prepared. It is suggested that the first of these hearings be a joint meeting of the Planning Commission and the City Council. This work program anticipates two Planning Commission and two City Council hearings will be held.
- E. Coastal Commission Hearings.** D&B will attend two Coastal Commission hearings on the LCP, and attend one preparatory meeting with Coastal Commission staff.
- F. Adopted General Plan, Zoning Ordinance, LCP, and Master, Specific and Area Plans.** Adopted versions of these documents will be prepared, based on exact adopted map and text changes.
- G. Final Data Transfer.** D&B will provide the City final GIS shape files for drawings prepared in GIS, compatible with City GIS specs, especially parcel-based zoning and General Plan Land Use and LCP policy maps. Final adoption file versions will be transmitted to the City via CD, containing PDFs appropriate for printing, web publication, and distribution by CD copies, and all of the final files will also be provided in their original, editable form, compatible with City software.

H. Web-enabled General Plan and Zoning Ordinance (optional). The General Plan, as well as other documents, will be designed to provide easy navigation, in hardcopy, and electronically on the Internet. A PDF document will be designed and prepared with text, images, and graphics for both print and web use. The document will be fully indexed, and searchable and hyperlinked through a table of contents and index of topics.

- **Custom Mapping.** A dynamic web-based mapping product will be prepared through ArcIMS, that allows users to create custom maps, by managing data layers and searching addresses from any standard web browser.
- **Web-Based General Plan and Zoning Ordinance.** Fully HTML coded General Plan and Zoning Ordinance, to enable these to be used in an accessible manner on the Internet will be prepared. Hyperlinks between the tables of content and the documents will be established. Map and policy links will be established, which would require collating policies that apply to certain areas (such as open space protected areas) and linking these to a map. We would need to comb through and collate all General Plan policies that have a spatial attribute and link them back to the maps. With the Zoning Ordinance, the zoning text and map will be integrated. Search and tab capabilities will be included.

Meetings: *EC3 (final meeting)*

Community Open House on Hearing Drafts

Planning Commission Hearings (2)

City Council Hearings (2)

Meetings with Coastal Commission Staff

Coastal Commission Hearings (2)

Products: *Newsletter 3 and 4*

Adopted General Plan, LCP, Zoning Ordinance, and Associated Maps

Adopted Updated Master, Specific and Area Plans

Final GIS files

Web-enabled General Plan and Zoning Ordinance (optional)

5 Schedule

The schedule proposed for Phase 2 is presented in a flow chart below on the following page. Key products and meetings are also shown. We propose a 26-month schedule leading to public review drafts of all products, with an additional 2.5 months for 45-day public review of the Draft EIR, and preparation of the Final EIR. Thus, adoption hearings can commence after month 29; this means that if the project commences August 2010, the Final EIR will be completed January 2013, enabling hearings to commence by February 2013. Assuming two to four months of Planning Commission, Coastal Commission, and City Council hearings, this represents a 30- to 32-month schedule leading to adoption of all documents. The EC3's last meeting would be October or November 2012.

While the schedule can be tightened, given the volume of documents, number of reviewing bodies, and community outreach, a schedule that is more aggressive may not provide adequate time for informed discussion. With that stated, we believe this proposed schedule balances time requirements for thorough analysis and public input opportunities with City needs for timely project completion, and will enable EC3 to stay involved, interested, and supportive of the various components of the project. We can, however, modify the schedule to meet City goals and work around staff or decision-maker time constraints.

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City of Carlsbad General Plan, LCP, and Zoning Ordinance Update



Appendix: Acronyms and Abbreviations

AB:	Assembly Bill	GIS:	Geographic Information Systems
ALUCP:	Airport Land Use Compatibility Plan	GP:	General Plan
CC:	City Council	HC:	Housing Commission
CEQA:	California Environmental Quality Act	HCD:	California Department of Housing and Community Development
CESA:	California Endangered Species Act	LCP:	Local Coastal Program
CIP:	Capital Improvement Program	MPO:	Metropolitan Planning Organization
DEIR:	Draft Environmental Impact Report	NOP:	Notice of Preparation
EC3:	Envision Carlsbad Citizens' Committee	RHNA:	Regional Housing Needs Allocation
EIR:	Environmental Impact Report	RTP:	Regional Transportation Plan
FEIR:	Final Environmental Impact Report (also Final EIR)	SANDAG:	San Diego Association of Governments
FESA:	Federal Endangered Species Act	SB:	Senate Bill
GHG:	Greenhouse Gas	TAC:	(Staff Interdepartmental) Technical Advisory Committee

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